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United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for 2019 for the United Nations Assistance Mission for Iraq in the amount of $105,775,700 (net) ($114,557,800 gross).

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I. Overview of the Mission

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq to assist the country in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, by its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the fulfilment of the aforementioned mandate. The mandate was reviewed and expanded by the Council by its resolutions 1770 (2007) and 2107 (2013), and renewed by its resolutions 1830 (2008), 1883 (2009), 1936 (2010), 2001 (2011), 2061 (2012), 2110 (2013), 2169 (2014), 2233 (2015), 2299 (2016) and 2367 (2017). By its resolution 2421 (2018), the Council decided to extend the mandate of UNAMI until 31 May 2019.

2. The current mandate of UNAMI encompasses, at the request of the Government of Iraq, outreach and good offices to promote an inclusive and non-sectarian political system; support for the Government on the constitutional review and development of acceptable processes to resolve disputed internal boundaries; encouragement of regional dialogue and cooperation, including on issues of border security, energy, environment, water and refugees; support for the Government and people of Iraq in advancing community and national reconciliation, including minority issues; implementation of the women and peace and security agenda and gender mainstreaming; assistance with the development of processes for holding elections; promotion of human rights and the rule of law, including support for the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant pursuant to Security Council resolution 2379 (2017); support for efforts to strengthen child protection, including the rehabilitation and reintegration of children; the combating of terrorism, including the prevention of radicalization; and security sector reform, including disarmament, demobilization and reintegration. Furthermore, pursuant to Security Council resolution 2107 (2013), UNAMI is mandated to promote, support and facilitate efforts of the Government of Iraq regarding the repatriation or return of all Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives, seized by Iraq.

3. Iraq is witnessing transitions on the political and humanitarian front. On 12 May 2018, the country held national parliamentary (Council of Representatives) elections, the first such elections since the defeat of the so-called Islamic State in Iraq and the Levant (ISIL), and the fourth under the 2005 Constitution. Voting took place in a generally peaceful environment, although a relatively low voter turnout and contested results signalled a need to strengthen confidence in the electoral process, not least in the light of the upcoming Provincial Council elections scheduled for 22 December 2018.

4. Prolonged negotiations for the formation of a new federal Government are expected, given the shifting political alliances and, in particular, the fragile entente between the Kurdistan political opposition and Kurdistan mainstream parties.

5. The federal Government and the Kurdistan Regional Government continue to differ over resource sharing, as well as over the restoration of federal authority in disputed areas. In this regard, Kirkuk Governorate is likely to remain volatile.

6. On the humanitarian front, despite the transition from recovery to stabilization, the humanitarian crisis in Iraq continues. More than 1.9 million people remain displaced and in need of humanitarian assistance. Serious protection issues arise frequently, including in camps for internally displaced persons. Significant humanitarian, human rights and security challenges remain.

7. Against this backdrop, UNAMI is using its good offices in support of a peaceful political transition and the formation of a new, representative federal Government. To that end, the Mission continues to promote an inclusive approach to building political stability and promoting the full and equal participation of women, youth, and ethnic and religious minorities in the political, economic, social and cultural life of Iraq.

Cooperation with other entities

8. The integrated task force on national reconciliation, comprising UNAMI, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Children's Fund (UNICEF), the International Organization for Migration and the United Nations Development Programme (UNDP), shares information and coordinates activities in support of national reconciliation. While UNDP has focused on community reconciliation, the Mission works on reconciliation between political stakeholders at the national level. UNAMI and UNDP also assist the Government in undertaking security sector reform, including by providing advice on the related legal framework.

9. As part of the efforts of UNAMI related to countering violent extremism in Iraq, the Mission works with the Government, the United Nations country team and religious organizations to raise awareness of the impact of violent extremism on Iraqi society. In this regard, UNAMI has led a series of engagements with influential religious leaders to design and implement strategies to counteract violent extremism in Iraq. UNAMI also assisted the Counter-Terrorism Committee Executive Directorate and the United Nations Office on Drugs and Crime (UNODC) in the development of a counter-terrorism strategy for the Government. In addition, the Mission supported the establishment of a local presence of the Terrorism Prevention Branch of UNODC, which will build the capacity of the Government to counter illicit drugs, crime and terrorism.

10. The Mission has continued to pursue an integrated approach to delivering electoral assistance, drawing on the available expertise and resources of the United Nations country team, including UNDP, UN-Women and the United Nations Office for Project Services. The Mission has worked closely with UN-Women and UNDP to provide gender-related electoral assistance to the Independent High Electoral Commission.

11. UNAMI has engaged with United Nations agencies, funds and programmes, the Government of Iraq and civil society in a wide range of activities aimed at promoting the protection of human rights and the rule of law, in particular with regard to women and ethnic and religious minorities. Pursuant to Security Council resolution 1612 (2005), UNAMI continued to collaborate with UNICEF, other United Nations entities and civil society in strengthening the framework for the monitoring and reporting of grave violations against children in situations of armed conflict.

Planning assumptions and strategic priorities for 2019

12. On the assumption that a new Government will have been formed and installed by the end of 2018, UNAMI will work together in 2019 with the new Government, key political actors, civil society and other United Nations entities to chart a path towards stability.

13. In particular, UNAMI will work with the new Government to reinvigorate the national reconciliation process, focusing on the most divided communities, such as Tuz Khurmatu and Kirkuk, and on the ongoing challenges preventing the return of the displaced to areas such as Hawijah, Sinjar and Qa'im. In order to enhance its outreach to vulnerable or fragmented communities, and to advocate for an inclusive political dialogue and reconciliation in areas formerly controlled by ISIL, UNAMI

will draw extensively on its new field presence in Mosul and on enhanced capacity in its Kirkuk field office.

14. UNAMI will support political dialogue, including through mediation and networking at the local level, aimed at restoring peaceful coexistence within and among communities, based on respect for human rights and the rule of law. This dialogue is intended to culminate in an agreement on national reconciliation under a democratic, constitutional framework.

15. In this context, UNAMI will pursue the advancement of the role of women in shaping the future of Iraq. The mandate of UNAMI buttresses the need to strengthen the key role women can play in re-establishing the social fabric through their full and meaningful political participation in peacebuilding efforts and national reconciliation. In this regard, UNAMI will be working with civil society to establish an advisory group on women in reconciliation and politics and will support the establishment of a women's parliamentary caucus by developing its framework and building its capacity. Additionally, UNAMI will call for the establishment of a national entity, adequately resourced and staffed, responsible for coordinating the implementation of the national action plan of Iraq on Security Council resolution 1325 (2000).

16. Assuming that Kurdistan will hold its parliamentary elections before the end of 2018, UNAMI will stand ready to extend its good offices to both the federal and Kurdistan Regional Governments to address issues that might arise between the incoming administrations. A new perspective might be sought on matters such as disputed internal boundaries, including but not limited to the status of Kirkuk, and resource- and revenue-sharing, including hydrocarbon management. Separately, UNAMI will offer its support to the Kurdistan political forces and factions in re-establishing dialogue and cooperation within a democratic framework, as a prerequisite for enabling the new Kurdistan Regional Government to be a more effective partner in negotiations with Baghdad.

17. Primarily through the functions of the Special Representative, and drawing on its field office in Tehran, UNAMI will continue to engage regionally to reinforce the profile of Iraq as a reliable partner. UNAMI will also seek to facilitate the discussion of issues that continue to shape mutual relations, such as water resource management, counter-terrorism and maritime boundaries. In line with Security Council resolution 2107 (2013), UNAMI will expand its engagement on the issue of missing Kuwaiti and third-country nationals and missing Kuwaiti property, including the national archives, having identified a number of areas for concrete further activity, including implementation of a pilot project to conduct site surveys of mass graves using ground-penetrating radar and the training of Iraqi and Kuwaiti technical teams.

18. The Mission will need to retain sufficient electoral assistance capacity into 2019 to help implement the follow-up (including complaints management) to the Provincial Council elections scheduled for 22 December 2018. District council elections are due to take place six months after the Provincial Council elections. It will be the first time that such elections are held, presenting the Independent High Electoral Commission with multiple challenges, in particular the delineation of constituencies and the upgrading of the biometric voter registry database. Lessons learned from the 2018 Council of Representatives elections may also lead the Commission to undertake a comprehensive review of its processes and mechanisms, with the support of the United Nations, focusing on the new election technologies and the legal and institutional framework that will govern future elections in Iraq. While UNDP is slated to start assuming responsibility for direct technical assistance to the electoral bodies, including administrative, staffing and resource management, UNAMI will maintain the strategic lead.

19. The Human Rights Office of UNAMI will continue to implement programmes aimed at strengthening the institutional capacities of Iraq to respond to human rights violations and abuses and to ensure respect for the rule of law. Human rights reports will centre on, among other issues, mass graves, due process, fair trials and standards of detention (including freedom from torture), as well as accountability for human rights violations and abuses.

20. Under the framework of the joint communiqué on the prevention of and response to conflict-related sexual violence, UNAMI will continue its political advocacy, including by promoting the prevention of conflict-related sexual violence through the use of early warning indicators and strengthened outreach. Together with the United Nations country team, the Mission will work closely with the interministerial technical group to monitor the plan for implementation of the joint communiqué.

21. Through established national and United Nations platforms, monitoring and reporting mechanisms, courts and ministerial committees, the United Nations will support the action plan of the Government of Iraq to prevent and end grave violations against children. For instance, UNAMI will support the Government in its efforts to ensure that the use and recruitment of children in armed conflict ceases and that Iraq is delisted from the annual report of the Secretary-General on children and armed conflict.

22. Meanwhile, the Human Rights Office will work closely with the Independent High Commission for Human Rights and the Kurdistan Regional Board of Human Rights to define a road map that will help them develop the capacities to assume the functions currently being implemented by the Human Rights Office. Once these capacities are in place, UNAMI will plan for the transfer of these functions to the above-mentioned Iraqi institutions and reorient its own engagement towards technical advice and capacity-building.

23. UNAMI stands ready to support the incoming United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL in its mandate under Security Council resolution 2379 (2017) to gather, store and submit evidence relating to the alleged atrocities carried out by ISIL. The Human Rights Office will share information on mass graves and offer legal advice regarding Iraqi criminal law and procedures, while other Mission components will provide operational, security, logistical and administrative support on a cost-reimbursable basis.

24. Pursuant to the revised mandate of UNAMI contained in Security Council resolution 2421 (2018), UNAMI will increase its development coordination and support for Iraq in four critical areas: maintaining and strengthening strategic development partnerships; developing United Nations system-wide planning, reporting and advocacy tools in support of the development priorities of Iraq; supporting monitoring of the country's development progress; and supporting stronger coordination to ensure United Nations coherence, and programmatic and operational alignment. Also, the July 2018 review of the Integrated Coordination Office for Development and Humanitarian Affairs, in response to the 2017 independent external assessment, encouraged UNAMI to design a new development coordination office to better support Iraq with a stronger focus on recovery and development.

25. The United Nations system in Iraq intends to align its next development assistance framework (2020–2024) with the priorities of the new Government, as well as with the new national development plan (2018–2022), the recovery and development framework (2017–2026) and the poverty reduction strategy (2018–2022). The pursuit of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals will remain integral to these efforts.

II. Mission mandate and planned results

Performance information for 2018

26. Together with relevant political stakeholders, the UNAMI leadership promoted the normalization of relations between the federal Government in Baghdad and the Kurdistan Regional Government in Erbil, which led, inter alia, to the resumption of international flights to Erbil and Sulaymaniyah. The UNAMI leadership also worked with the Government and with political leaders to facilitate the adoption of the 2018 federal budget, which included revenue sharing between Baghdad and Erbil. Further improvement in relations between Baghdad and Erbil followed the decision by the federal Government to disburse salary payments to civil servants in the Kurdistan Regional Government. In addition to these efforts, UNAMI prepared options to present to both parties on the complex issue of the disputed territories.

27. In support of its conflict-prevention strategy, UNAMI dispatched mediators to engage with the Sulaymaniyah Provincial Council, as well as representatives of civil society organizations, in an effort to stem violence in the wake of protests against corruption, the non-payment of salaries and a lack of civil liberties. Similarly, UNAMI engaged with different armed groups in liberated areas, as a result of which conflicts between these groups were avoided, thereby mitigating the impact on minority communities, including women and children in Ninawa.

28. UNAMI has repeatedly engaged with political and civil society actors in Kirkuk Governorate, with a view to calming political and social tensions (for example, during the May Council of Representatives elections) and reconciling its deeply divided communities. A substantial recent step forward, mediated by UNAMI, has been an agreement between political actors to participate in the Provincial Council elections, scheduled for December 2018, for the first time since 2005.

29. To further promote national reconciliation in Iraq, UNAMI led advocacy efforts with target groups, civil society and parliamentarians to support the passage of legislation, including the anti-discrimination and general amnesty laws. The anti-discrimination law is expected to be approved by the new parliament. UNAMI continued its engagement with the National Reconciliation Commission in addressing the concerns of minorities in Iraq and assisted in the establishment of Commission liaison offices in Sinjar and Bartalah in Ninawa Governorate to address minority concerns. The Mission also helped strengthen the capacity of the Government's Minority Endowment Commission. In the run-up to the Council of Representatives elections, UNAMI worked with minority political parties and leaders to enhance their understanding of the electoral process and to establish effective minority representation in the new parliament.

30. To support the Independent High Electoral Commission in holding the 12 May 2018 Council of Representatives elections, the Mission offered extensive technical assistance for the development and implementation of operational plans and timelines. Specialist support and guidance were provided to the Commission on a wide range of issues, not least to mitigate vulnerabilities linked to the use of new election technologies, the need to secure the participation of internally displaced voters, the imperative to ensure congruence between electoral source data, and the production and distribution of voter registration cards.

31. At the governorate level, UNAMI assessed the election preparedness of the Independent High Electoral Commission and the Iraqi security forces. On election day, the Mission and the United Nations country team deployed 26 teams of election watchers to more than 200 polling locations countrywide, including polling centres for internally displaced persons. Following the elections, UNAMI and the United

Nations country team deployed teams of election watchers for the subsequent recount process of contested ballots.

32. The Mission also engaged with the Council of Representatives and its relevant committees during the discussions that led to the adoption of the electoral legal framework for the Council of Representatives elections and the Provincial Council elections, which avoided a constitutional crisis.

33. UNAMI facilitated the development of an electoral charter of honour, a code of conduct for political parties during the electoral process, and hosted weekly meetings of a follow-up committee in both the Kurdistan Region and in Baghdad, which served as a forum for political parties to discuss violations of the charter and identify possible solutions. UNAMI also facilitated coordination between the Independent High Electoral Commission and the Kurdistan Independent High Electoral Commission as the latter undertook preparations for the Kurdistan regional parliamentary elections that were held on 30 September 2018.

34. UNAMI continued to monitor the impact of armed conflict on civilians and to provide information on patterns of human rights violations and abuses to United Nations Headquarters and the international community. In 2018, UNAMI published two reports: on the general human rights situation in Iraq and a compendium of mass graves in territory under the control of ISIL.

35. Meanwhile, UNAMI advocated with the Government for the protection, excavation and transparent investigation of each mass grave; for accountability for threats, abductions, killings and the destruction of private property of internally displaced persons in government-controlled areas; and for accountability for ISIL crimes. The Mission continued to advocate that international crimes such as genocide, war crimes and crimes against humanity should be made justiciable under Iraqi criminal law.

36. Together with the Government and judicial and civil society partners, UNAMI worked towards legislative and policy reforms to strengthen due process and fair trial standards in the criminal justice system of Iraq. These reforms were also aimed at guaranteeing equal access to justice and removing discriminatory provisions that impaired the rights and protections of marginalized groups, including women, children, people with disabilities and ethnic and religious minorities.

37. On a regular basis, UNAMI conducted monitoring visits to Ministry of Justice prisons and provided prison directors with recommendations on compliance with international standards on detention.

38. UNAMI provided training to law enforcement officials (police, prosecutors and judges) on human rights and the rule of law, integrating material in the curricula of their respective training academies. Journalists, human rights defenders and youth groups received training on freedom of expression and assembly. More than 30 training-of-trainer and capacity-building sessions for civil society organizations and Government officials were held throughout the country to enhance civil society engagement in human rights monitoring, reporting and protection at the community level. Limited access to certain parts of the country has hitherto hindered full implementation of the planned activities.

39. UNAMI continued to facilitate the coordination of humanitarian assistance with the Office for the Coordination of Humanitarian Affairs and the humanitarian country team by providing information and trend analysis. The Mission mobilized support and resources, regionally and internationally, to deliver a rapid and flexible response to help stabilize the liberated areas. On 6 March 2018, the humanitarian response plan for 2018 was launched, with an appeal for $569 million to support the 3.4 million

most vulnerable people in need of assistance. As at July 2018, donor contributions had covered 55 per cent of the appeal.

40. In addition, the United Nations supported the Iraq recovery and resilience programme (2018–2019), which was launched in February at the Kuwait International Conference for the Reconstruction of Iraq. Afterwards, the United Nations worked together with the Government of Iraq and the World Bank Group to formalize the Iraq reconstruction and development financing facility, the United Nations recovery and resilience fund, and the structure of the Government's Executive Committee.

41. Following the launch of the Government's national development plan (2018–2022), the United Nations commenced preparations for a new United Nations development assistance framework (2020–2024). A road map for its formulation was subsequently adopted and data were collected for the common country analysis. In the meantime, the United Nations country team focused its interventions on the two-year Iraq recovery and resilience programme, designed to fast-track the social dimension of the Government reconstruction programme.

Objectives, expected accomplishments, indicators of achievement and performance measures for 2019

42. The objectives, expected accomplishments, indicators of achievement and performance measures for 2019 are set out below.

Objective of the Organization: To advance inclusive political processes, promote and protect human rights, and support stabilization in Iraq

Expected accomplishments	*Indicators of achievement*	*Performance measures*	*2019*	*2018*	*2017*	*2016*
(a) Progress towards national reconciliation in Iraq	(i) Number of engagements with Iraqi stakeholders to advance inclusive national reconciliation	Target	308	300	300	300
		Estimate		300	300	300
		Actual			300	300
	(ii) Number of high-level engagements to support improved Baghdad-Erbil relations	Target	50	50	50	40
		Estimate		50	50	40
		Actual			50	40
	(iii) Number of events aimed at integrating diverse views into national reconciliation, reducing internal conflict, improving recognition of minority rights and increasing the participation of women	Target	25	20	25	15
		Estimate		30	25	15
		Actual			25	15

Outputs

- Advocacy aimed at advancing inclusive political dialogue on national reconciliation through the good offices of the Special Representative of the Secretary-General for Iraq and the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance in coordination with the new Government through its vision document on national reconciliation and the Council of Representatives. Previously, UNAMI advised the National Alliance, as well as Sunni political parties, in framing the national reconciliation document. Meetings with these parties will continue. The Mission also organized workshops and round tables with minorities, women and youth on national reconciliation, and will continue to do so
- Weekly meetings by the Special Representative and the Deputy Special Representative with federal government officials and Kurdistan regional government officials to build on progress made in Baghdad-Erbil relations using good offices to address outstanding issues, especially the devolution of powers and the strengthening of federalism, revenue sharing and border management

- Monthly meetings with religious leaders to counter violent extremism in Iraq through interfaith dialogue and interaction between different communities, including minorities, leading to a national-level resolution to counter violent extremism through the good offices of the Special Representative and Deputy Special Representative
- Weekly meetings with political parties and members of parliament and provincial councils at the national and subnational levels to promote the establishment and formulation of political processes for dialogue to address the concerns of the people and to help implement government programmes and policies at the national and subnational levels
- Fortnightly meetings with parties and leaders representing minority communities at the national and regional levels to promote and protect the rights of minority communities in Iraq through the Office of Political Affairs
- Weekly meetings with local stakeholders, including community and civil society representatives and local political leaders in Kirkuk, Basrah and Ninawa, with a view to promoting sustainable and inclusive community-level reconciliation
- Weekly meetings with federal government officials and Kurdistan regional government officials to improve relations between both administrations and discuss the provision of advice on revenue sharing, hydrocarbon management and disputed internal boundaries
- Preparation of options and mechanisms focusing on Diyala, Kirkuk, Ninawa and Salah al-Din Governorates for the resolution of disputed internal boundaries, through meetings with different stakeholders at the local, governorate and national levels
- In coordination with the federal Government and its institutions, as well as provincial administrations, the Special Representative for Iraq and the Deputy Special Representative for Political Affairs and Electoral Assistance, along with the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs, support the reform efforts of the Government by providing technical expertise
- Six meetings (in Erbil, Baghdad and four other Governorates) on the Global Open Day on Security Council resolution 1325 (2000)
- Monthly meetings with political leaders and heads of blocs on the implementation of the Iraqi national action plan and the women and peace and security agenda, as well as gender mainstreaming in political party programmes and structures
- Weekly meetings with male political leaders to advocate for developing recommendations and suggestions on future engagement aimed at enhancing the participation of women in decision-making processes at the political party level, as well as at the national and provincial levels. Fortnightly meetings with political leaders on advancing the participation of women in political party structures. Fortnightly meetings with political leaders on the inclusion of women in the dialogue to improve relations between Baghdad and Erbil
- Establishment of an advisory group on women in politics and reconciliation following consultations
- Fortnightly meeting with civil society organizations, women's and youth groups, and minority representatives to ensure their inclusion in governance and the decision-making process
- 2 countrywide public outreach events for 150 government counterparts, civil society representatives and members of the media and the public on the occasion of the World Day for Cultural Diversity for Dialogue and Development and the International Day of Peace. Production of 5 web/newsletter articles, 15 social media posts, 3 press releases and 5 media outreach activities to promote dialogue, tolerance and respect for diversity

			Performance measures			
Expected accomplishments	*Indicators of achievement*		*2019*	*2018*	*2017*	*2016*
(b) Enhanced regional dialogue and normalization of relations with neighbouring countries	(i) Number of high-level engagements with Iraqi and regional stakeholders to advance regional cooperation, including on the fight against ISIL and counter-terrorism, and to promote political dialogue, peace and stability	Target	25	20		
		Estimate		20		
		Actual				
	(ii) Number of initiatives and bilateral and multilateral meetings with the Governments of Iraq and Kuwait to provide support for the enhancement of relations with Kuwait, the efforts in the search for missing Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives	Target	25	20	12	12
		Estimate		20	12	12
		Actual			12	12

Outputs

- 4 visits to the Islamic Republic of Iran by the Special Representative or Deputy Special Representative for Political Affairs and Electoral Assistance, as well as visits by other special representatives and envoys and United Nations monitoring teams in the region, including the Special Envoy of the Secretary-General for Syria and his mediation team, the United Nations Special Coordinator for Lebanon, the Special Envoy of the Secretary-General for Yemen and the Analytical Support and Sanctions Monitoring Team, for the promotion of regional stability and cooperation on countering violent extremism and terrorism in the region
- 4 visits by the Special Representative for Iraq and UNAMI senior leadership to Jordan to hold discussions with key Iraqi interlocutors based in Amman to promote and facilitate national reconciliation efforts in Iraq
- 2 meetings with government officials from Iraq and neighbouring countries for the promotion and facilitation of regional cooperation for combating terrorism through the good offices and advice of the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance
- Fortnightly follow-up to and support for the initiatives undertaken by the Government of Iraq, in particular the Ministries of Defence and Foreign Affairs, and the tripartite mechanism on missing Kuwaiti and third-country nationals, to which UNAMI holds observer status and reports on its outcome, as well as fortnightly follow-up to and provision of advice and support for the Iraqi efforts relating to missing Kuwaiti property, including the national archives

Expected accomplishments	*Indicators of achievement*	*Performance measures*	*2019*	*2018*	*2017*	*2016*
(c) Progress in implementation and promotion of the Constitution and supporting political stability	(i) Number of advocacy engagements to advance adoption of key legislative priorities	Target	25	24		
		Estimate		24		
		Actual				
	(ii) Number of advocacy engagements to promote effective relations between the federal Government and governorate authorities	Target	25	24		
		Estimate		24		
		Actual				

Outputs

- Advocacy aimed at advancing the timely establishment of an inclusive and comprehensive legal and institutional framework under the Constitution of Iraq for implementing the pending provisions of the Constitution on federalism, revenue sharing and creation of a federal Council, through the provision of good offices to members of the Council of Representatives and the Government, as well as political party representatives
- Weekly meetings with members of the Council of Representatives and the Government and political party leaders to promote political consensus on implementing the programmes of the Government by enacting laws that would create the necessary legal framework
- Fortnightly meetings with members of the Council of Representatives and the Government and political party representatives to advocate for the adoption of pending priority legislation that upholds inclusiveness and equality and to promote national and societal reconciliation
- Monthly meetings by the Special Representative and Deputy Special Representative for Political Affairs and Electoral Assistance, including their engagement with members of the Council of Representatives and the Government, heads of parliamentary committees, leaders of minority groups within political parties, women's groups and members of civil society, as well as religious and community leaders, in order to support the enactment of legislation to strengthen political stability and to encourage the promotion of equal rights for all Iraqi citizens
- Monthly meetings with members of the Council of Representatives and the Government and political party representatives to promote stronger commitment to the implementation of a comprehensive institutional reform, including the reform of the security sector
- Monthly meetings with the heads of political blocs to advocate for a 30 per cent quota for women to be included in the political parties law
- Monthly meetings with members of the Council of Representatives and the Government and political party representatives to promote the implementation of governance-decentralization measures, including the effective devolution of administrative and fiscal powers to the governorates, to enhance the delivery of government services and responsiveness to popular demands
- Monthly meetings with women members of the Council of Representatives to advocate for the establishment of the women's parliamentary caucus

Expected accomplishments	Indicators of achievement		Performance measures 2019	2018	2017	2016
(d) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective elections	(i) Electoral legal framework amended and in line with Iraqi constitutional provisions, and technical advice provided to relevant committees in the Council of Representatives and Council of Ministers as well as the Independent High Electoral Commission on amending the relevant laws and regulations required to conduct elections	Target	1	2	2	3
		Estimate		2	2	3
		Actual			–	–
	(ii) Number of meetings held with parliamentary committees on legislative reform proposals and to strengthen parliamentary electoral oversight functions	Target	6	6	18	–
		Estimate		6	18	12
		Actual			18	12
	(iii) Technical reports and advisories provided to the Independent High Electoral Commission to enhance its capacity to manage and organize elections	Target	5	15	15	–
		Estimate		15	15	10
		Actual			15	10
	(iv) Number of operational plans developed and implemented for voter registration and elections	Target	1	3	3	2
		Estimate		3	3	2
		Actual			3	2

Outputs

- Meetings every 2 months with the Council of Representatives and relevant committees to provide technical advice and support for electoral legislative reform initiatives and to strengthen parliamentary oversight of electoral processes and the Board of Commissioners of the Independent High Electoral Commission
- 2 options papers to the relevant committees working on amending the electoral laws, accounting for the national context in Iraq, based on lessons learned from experiences in holding the 2018 elections and outlining good practices with regard to the electoral legal framework, on the basis of relevant comparative global experiences
- 3 technical reports and advisories provided to the Independent High Electoral Commission on proposed measures for: (a) further improving the biometric voter registry; (b) using technology for counting votes and managing election results; (c) enhancing procedures for polling, counting and election results; (d) administering and handling electoral complaints and disputes; and (e) strengthening interaction with electoral stakeholders and the public
- 26 technical working sessions with relevant sections and operational committees of the Independent High Electoral Commission in the areas of election staff training, the development of electoral procedures, field coordination, biometric voter registration, election results management, information and database management, public outreach, graphic design and the registration of political parties, leading to the development and timely implementation of electoral operational plans and timelines
- 5 in-house training sessions for the relevant sections of the Independent High Electoral Commission in the areas of delimiting district constituency; collection, reporting and analysis of gender-disaggregated electoral data; seat allocation mechanisms for governorate and district elections; complaints and electoral dispute resolution mechanisms; gender mainstreaming in all electoral processes; and inclusive participation of women, youth, minorities, persons with disabilities and displaced persons in elections
- 6 coordination forums between the United Nations gender elections task force and the gender team of the Independent High Electoral Commission to develop and strengthen the Commission's gender policy and to monitor its implementation of the Commission's gender policy. 2 gender workshops with the Independent High Electoral Commission, civil society organizations and advocates on promoting wider and meaningful participation of women in electoral and political processes
- 1 survey to collect data on the level of participation of women and men voters in the 2018 national elections, in collaboration with the gender unit of the Independent High Electoral Commission and the Commission's counterparts in different governorates

- 4 dialogues between the Independent High Electoral Commission and the Kurdistan Region's Independent High Electoral Commission on the implementation of provisions of the joint memorandum of cooperation and the coordination of electoral events at the regional level
- Quarterly electoral briefings of the members of the diplomatic community in Iraq to provide updates on electoral developments and coordinate international donor and technical support for the Independent High Electoral Commission, the Council of Representatives and the Kurdistan Region's Independent High Electoral Commission (the latter to be done in accordance with the joint memorandum of cooperation with the Commission)
- 1 countrywide public outreach event organized by the Independent High Electoral Commission for 50 electoral stakeholders, government counterparts, civil society representatives, media and members of the public on the topic of elections to facilitate a context that is conducive to credible elections and convey information on upcoming electoral processes and options for participation, 5 web/newsletter articles, 5 social media posts, 5 press releases and 5 media outreach activities to promote the importance of elections

Expected accomplishments	*Indicators of achievement*		*Performance measures*			
			2019	*2018*	*2017*	*2016*
(e) Progress towards strengthening the rule of law and improving respect for human rights	(i) Draft laws (or amendments thereon) presented to the members of the Council of Representatives in Baghdad and the Parliament of the Kurdistan Region that comply with international human rights standards	Target	3	3	3	3
		Estimate		2	2	2
		Actual			3	2
	(ii) Number of visits to Iraq by the special procedures of the Human Rights Council and other protection mechanisms	Target	2	2	2	2
		Estimate		2	2	2
		Actual			1	3
	(iii) Regular reports submitted by Iraq to the United Nations treaty bodies and other human rights mechanisms, ad hoc or according to reporting obligations	Target	2	2	1	2
		Estimate		1	1	2
		Actual			1	1
	(iv) Independent High Commission for Human Rights and Kurdistan Regional Board of Human Rights issues regular annual general and thematic reports on human rights issues of concern	Target	4	4	4	4
		Estimate		4	4	4
		Actual			5	4

Outputs

- 12 capacity-building and technical training sessions for the 15 Commissioners of the Independent High Commission for Human Rights, the Kurdistan Regional Board of Human Rights and/or Commission/Board staff in 6 priority areas: monitoring and reporting on human rights; receiving and processing individual complaints; prisons and detention monitoring; public education on human rights; women's rights; and the rights of persons with disabilities
- Monthly meetings, with the provision of technical advice and support, with the oversight committee established by the Government of Iraq to implement the recommendations of the universal periodic review in the national action plan on human rights
- Weekly reports on human rights violations in Iraq, for dissemination within the United Nations and to other international community partners
- Monthly reports on the human rights situation in Iraq, summarizing monthly trends and developments, for dissemination within the United Nations
- 1,000 handbooks on human rights for police personnel and flash cards on human rights for law enforcement officers, distributed to law enforcement personnel in Iraq and the Kurdistan Region
- Human rights curriculum for law enforcement officers on civilian law enforcement standards that comply with international human rights and rule of law standards, and 4 training-of-trainer sessions implemented in police academies
- 15 advocacy letters to Iraqi authorities on alleged human rights violations and abuses and on other issues of concern

- 30 training sessions on monitoring, analysing and reporting and advocacy on the promotion and protection of human rights for civil society, non-governmental organizations, law enforcement, the judiciary, Members of Parliament and government officials
- 4 training sessions for the Interministerial Committee, relevant officials of the Ministry of Justice, the parliamentary human rights committee on the reporting obligations of Iraq under international treaties, civil society organizations and human rights defenders, and the Independent High Commission for Human Rights on the writing of shadow reports
- 2 reports published on the protection of civilians and/or the general human rights situation in Iraq
- 3 reports issued on thematic human rights issues of concern
- 20 meetings with senior judicial figures, prosecutors, defence lawyers, civil society actors and government officials on legal and policy reform of the justice system to strengthen the rule of law in Iraq
- Monthly meetings with the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL on issues relating to coordination and support
- Mapping of crime scenes/mass grave sites identified to date, and mapping of forensic capacities and needs related to the excavation and exhumation of mass graves and the identification of victims and forensic material
- 1 workshop on the challenges of investigating atrocity crimes in Iraq
- 30 trial monitoring visits to courts in Iraq to observe due process and respect for international standards
- 10 monitoring visits to Ministry of Justice prisons and the provision of technical advice to prison directors through recommendations on compliance with international standards on detention
- A total of 12 high-level meetings with the following interlocutors: the Ministry of Justice, the Ministry of the Interior, the Ministry of Defence, the Ministry of Labour and Social Affairs, the Speaker of the Council of Representatives and the parliamentary Human Rights Committee on relevant human rights issues and advocacy, particularly on recommendations by United Nations treaty bodies, special procedures and high-level human rights officials
- 10 meetings with the Human Rights Committee of the Council of Representatives on human rights issues of concern and pending legislation
- Monthly publication on civilian casualty figures measuring the impact of violence, acts of terrorism and armed conflict throughout Iraq
- Monthly inputs on violations against children for the monitoring and reporting mechanism on grave violations against children in situations of armed conflict, established pursuant to Security Council resolution 1612 (2005)
- Action plan to address the use and recruitment of children by the popular mobilization forces in discussions between the Government of Iraq and the United Nations
- Quarterly meetings with the Interministerial Committee to monitor progress on the implementation of the action plan and action taken to address alleged violations by different parties
- 2 meetings of the Group of Friends of Children and Armed Conflict to apprise Member States on developments in the children and armed conflict agenda in Iraq and garner political support to end grave violations of children's rights in Iraq
- Input to the annual report of the Secretary-General on children and armed conflict (Iraq section)
- 2 training sessions on conflict-related sexual violence in Baghdad (1) and Erbil (1) for a total of 60 government officials
- Input to the annual report of the Secretary-General on conflict-related sexual violence through the monitoring, analysis and reporting arrangements set out in Security Council resolution 1960 (2010)
- 3 countrywide public outreach events for 200 government counterparts, civil society representatives and members of the media and the public on the occasion of Human Rights Day, World Press Freedom Day and International Women's Day. Production of 10 web/newsletter articles, 20 social media posts, 10 press releases and 5 media outreach activities that promote respect for human rights and the advancement of women's social, economic and political rights

Expected accomplishments	*Indicators of achievement*		*Performance measures*			
			2019	*2018*	*2017*	*2016*
(f) Progress towards strengthened sustainable development and humanitarian assistance	(i) Number of forums supported to facilitate joint programming between the United Nations system and the Government of Iraq, in line with the recovery and resilience framework and the national development plan	Target	20	55	25	20
		Estimate		55	54	25
		Actual			53	66
	(ii) Number of knowledge-sharing forums supported to promote evidence-based planning and advocacy at the strategic and operational levels	Target	30	30	30	25
		Estimate		30	30	30
		Actual			38	34
	(iii) Number of Sustainable Development Goals and indicators quantifiable in the government monitoring plan and supported by the United Nations system	Target	5	5		
		Estimate		5		
		Actual				
	(iv) Number of meetings held with the Government of Iraq and civil society to support and strengthen the rights of vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities	Target	120	115	216	216
		Estimate		115	115	216
		Actual			104	161
	(v) Number of high-level meetings with Iraqi stakeholders held to discuss stabilization, reconstruction and development	Target	110	110	55	55
		Estimate		110	110	55
		Actual			104	110

Outputs

- 5 information products disseminated to promote evidence-based planning and policy-related advocacy at the strategic and operational levels
- 1 five-year United Nations development assistance framework for Iraq (2020–2024), developed in collaboration with the Government of Iraq, outlining United Nations development priorities in support of the Government priorities, (as reflected in the national development plan (2018–2022)) and in line with the Sustainable Development Goals
- 1 five-year monitoring and evaluation framework for the new United Nations development assistance framework (2020–2024) and 1 joint workplan developed in collaboration with the United Nations country team and the Government of Iraq
- 1 five-year joint United Nations resource mobilization strategy, prepared in collaboration with United Nations agencies, funds and programmes to support the implementation of the new United Nations development assistance framework (2020–2024)
- 1 annual voluntary progress report on the implementation of the Sustainable Development Goals in Iraq, supported technically by the United Nations Inter-agency Monitoring and Evaluation Group
- Monthly humanitarian situation reports provided to the Joint Coordination and Monitoring Centre and the Joint Crisis Coordination Centre, in collaboration with the Office for the Coordination of Humanitarian Affairs
- Monthly grass-roots meetings in priority governorates to support and strengthen the Government's national reconciliation efforts
- Monthly meetings with government officials and key Iraqi stakeholders on critical humanitarian, stabilization, reconstruction and development issues
- 2 development coordination forums at the national level, held in coordination with the Government in support of the implementation of the national development plan (2018–2022)
- 4 reports on the key thematic development, stabilization and reconstruction issues in the governorates
- 1 countrywide public outreach event for 150 young people on the occasion of International Youth Day and production of 10 web/newsletter articles, 30 social media posts, 1 press release, and 3 media outreach activities to empower Iraqi youth, encourage and promote their development and participation in public life and facilitate their role in peacebuilding

- 1 countrywide public outreach event for 150 young people on the occasion of International Volunteer Day and 10 social media posts to promote the principle of volunteerism and their role in peacebuilding
- 1 countrywide public outreach events for 100 government counterparts, civil society representatives and members of the media and the public on the occasion of World Environment Day. Production of 5 web/newsletter articles, 20 social media posts and 2 press releases and 3 media outreach activities to promote environmental protection and sustainable practices
- Contribute to outreach activities organized by other United Nations and non-United Nations entities to foster the empowerment of Iraqi youth, encourage and promote their development and participation in public life, support their entrepreneurship skills and strengthen their role in peacebuilding
- 3 outreach activities in collaboration with other United Nations and non-United Nations entities (for example, TEDx Baghdad) that will contribute to the empowerment of Iraqi youth and encourage and promote their participation in public life, entrepreneurship and peacebuilding

External factors

43. UNAMI is expected to achieve its objectives provided that: (a) the new Government is formed without delay, develops a clear reform agenda and has the political will to implement these reforms; (b) the security situation remains sufficiently permissive to access affected populations and key stakeholders in relation to mandate implementation, and the United Nations has sufficient security and logistical resources to enable the outreach activities of its staff; (c) stakeholders, especially the new Government, remain committed to national and social reconciliation in Iraq; (d) there is sufficient political will and consensus among political leaders to finalize and adopt the legal, regulatory and institutional framework required to implement security sector reforms and integrate different militias and non-State actors into the Iraqi security forces; (e) the new Government remains committed to promoting respect for and protection of human rights and the rule of law; (f) the new Government remains committed to the implementation of the national development plan (2018–2022); (g) there is a normalization of relations between the federal Government and Kurdistan Regional Government leading to resolution of differences between the two entities; (h) there is sufficient capacity in national and subnational structures and institutions to allow continued engagement between the United Nations, the Government of Iraq, the Kurdistan Regional Government and civil society to resolve outstanding governance, security and economic issues; (i) no natural or human-caused disasters occur that would negatively affect human and financial resources; (j) events unfolding in the wider region do not adversely affect the internal political stability of Iraq; (k) no additional large cross-border population movements occur as a result of regional conflict; (l) bilateral relationships between Iraq and neighbouring countries, in particular Iran (Islamic Republic of), Saudi Arabia and Turkey, do not deteriorate to the point where the Mission is unable to deliver on its mandate; and (m) events in the Syrian Arab Republic, as well as regional competition, do not have a significant negative impact on stability in Iraq and on the Mission's work in the country.

III. Resource requirements

A. Total resource requirements

Table 1
Total resource requirements (net of staff assessment)
(Thousands of United States dollars)

	2018			2019			
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Non-recurrent requirements*	*Variance versus 2018*	*Net requirements*
Category of expenditure	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)*	*(5)*	*(6)=(4)-(1)*	*(7)=(4)-(5)*
Military and police personnel	8 261.4	8 014.3	(247.1)	5 599.8	–	(2 661.6)	5 352.7
Civilian personnel	79 524.9	84 046.7	4 521.8	77 941.9	–	(1 583.0)	82 463.7
Operational	20 843.7	20 514.8	(328.9)	22 234.0	–	1 390.3	21 905.1
Total	**108 630.0**	**112 575.8**	**3 945.8**	**105 775.7**	**–**	**(2 854.3)**	**109 721.5**

44. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2019 are estimated at $105,775,700 (net of staff assessment), reflecting a net decrease of $2,854,300 compared with the resources approved for the Mission for 2018, as detailed in tables 1 and 16. The net variance between the requirements for 2019 and the approved budget for 2018 reflects mainly:

(a) A net decrease for military and police personnel, attributable primarily to cost recovery from the United Nations country team, as well as reduced requirements for freight and deployment of contingent-owned equipment and rations because of reduced contract rates;

(b) A net decrease for civilian personnel, attributable primarily to a net reduction of 52 civilian staff, including the abolishment of 14 cost-shared security positions and the reclassification of 3 international positions to the national level;

(c) A net increase in operational costs, attributable primarily to higher requirements under: (i) facilities and infrastructure, owing to increased requirements for the acquisition of safety and security equipment and the increased rental and security costs of premises for the new office in Mosul; and (ii) other supplies, services and equipment, caused by the consolidation of freight services within the Mission under this budget class, offset in part by lower air operations requirements, owing to reduced contractual rates for the rental and operation of air assets, as well as a new arrangement for the cost-sharing of one air asset between the Mission and the Office of the Special Envoy of the Secretary-General for Yemen.

Extrabudgetary resources

45. Resources in the amount of $50.8 million were received to fund activities related to the construction of the United Nations integrated compound, as described in paragraphs 108 to 111 below.

B. Staffing requirements

Table 2
Total staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2018	1	2	1	6	19	53	53	7	142	189	–	331	118	403	–	852
Proposed 2019	1	2	1	6	18	51	55	6	140	174	–	314	104	380	2	800
Change	–	–	–	–	**(1)**	**(2)**	**2**	**(1)**	**(2)**	**(15)**	–	**(17)**	**(14)**	**(23)**	**2**	**(52)**

Proposed overall staffing requirements

46. The total proposed staffing for UNAMI for the period from 1 January to 31 December 2019 is 800 positions, as shown in table 2, reflecting a net decrease of 52 positions, and includes 314 international positions (140 Professional and 174 Field Service staff) and 484 national positions (104 National Professional Officer and 380 Local level staff), two United Nations Volunteers and an authorized strength of 245 contingent personnel of the Guard Unit.

47. Table 3 provides details regarding proposed changes in staffing levels by organizational unit. Table 4 provides details regarding approved and proposed positions by location.

Vacancy rates

48. The following annual average vacancy rates are proposed as part of the estimates for salaries and related staff costs for 2019: 1.0 per cent for military personnel; 10.8 per cent for international staff; 6.2 per cent for National Professional Officers; 5.6 per cent for Local level staff; and 35 per cent for national United Nations Volunteers.

49. The actual deployment of military personnel and all other mission staff in 2018 is expected to result in the following projected annual average vacancy rates: 1.2 per cent for military personnel; 6.3 per cent for international staff; 7.6 per cent for National Professional Officers; and 6.2 per cent for Local level staff.

Table 3
Proposed changes in staffing levels by organizational unit

Organizational unit	*Positions approved for 2018*	*Proposed changes*					*Positions proposed for 2019*
		Abolishment	*Establishment*	*Redeployment*	*Reclassification*	*Net change*	
Office of the Special Representative of the Secretary-General							
Front Office	6	–	–	–	–	–	6
Gender Unit	2	–	–	–	–	–	2
Women's Protection Unit	1	–	–	–	–	–	1
Child Protection Unit	2	–	–	–	–	–	2
Office of the Chief of Staff	30	(2)	1	–	–	(1)	29
Human Rights Office	41	–	3	–	–	3	44
Public Information Office	19	–	–	–	–	–	19
Security Section	237	(14)	–	–	–	(14)	223
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance							
Front Office	5	–	–	–	–	–	5
Tehran Liaison Office	4	–	–	–	–	–	4
Joint Analysis Unit	12	–	–	–	–	–	12
Office of Political Affairs	61	(2)	4	–	–	2	63
Electoral Assistance Office	12	–	–	–	–	–	12
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs							
Front Office	6	–	–	–	–	–	6
Field Unit	35	(20)	–	(15)	–	(35)	–
Coordination Unit	7	(2)	–	(5)	–	(7)	–
Development Coordination Office	–	–	–	20	–	20	20
Office of the Chief of Mission Support							
Front Office	4	–	1	–	–	1	5
Environment Unit	–	–	1	–	–	1	1
Budget and Finance Unit	7	(1)	–	(6)	–	(7)	–
Contract Management Unit	2	–	–	(2)	–	(2)	–
Regional offices (Erbil, Kirkuk)	4	–	–	(4)	–	(4)	–
Information Management Unit	2	–	–	(2)	–	(2)	–
Planning, Monitoring and Compliance Unit	1	–	–	–	–	–	1
Human Resources Section	12	(1)	–	(11)	–	(12)	–
Operations and Resource Management							
Front Office	6	–	–	–	–	–	6
Logistics Cell	–	–	–	2	–	2	2
Regional offices (Erbil, Kirkuk)	–	–	–	4	–	4	4
Field Technology Section	–	(3)	–	48	–	45	45
Medical Services Section	12	–	–	(12)	–	(12)	–
Staff Counselling Unit	2	–	–	(2)	–	(2)	–
Human Resources Section	–	–	–	11	–	11	11
Budget and Finance Unit	–	–	–	6	–	6	6
Facilities Management and Services Section	19	–	–	(19)	–	(19)	–
Procurement Section	20	(3)	–	–	–	(3)	17

Organizational unit	Positions approved for 2018	Proposed changes					Positions proposed for 2019
		Abolishment	Establishment	Redeployment	Reclassification	Net change	
Training Section	5	–	–	–	–	–	5
Property Management Section	22	(3)	–	(8)	–	(11)	11
Supply Chain Management and Service Delivery							
Front Office	4	–	–	(2)	–	(2)	2
Central Warehouse Section	38	–	–	(18)	–	(18)	20
Acquisition Management Section	–	–	3	6	–	9	9
Life Support Unit	–	–	–	23	–	23	23
Engineering and Facilities Management Section	38	–	–	18	[d]	18	56
Surface Transport Section	56	(5)	–	(1)	–	(6)	50
Aviation and Movement Control Section	36	(4)	–	–	–	(4)	32
Geospatial, Information and Telecommunications Technology Section	45	–	–	(45)	–	(45)	–
Medical Services Section	–	–	1	14	[e]	15	15
Kuwait Joint Support Office							
Human Resources Section	14	(4)	–	–	–	(4)	10
Finance Section	16	(3)	1	–	–	(2)	14
Travel Section	3	–	–	–	–	–	3
New York Support Office							
Iraq team of the Middle East and West Asia Division of the Department of Political and Peacebuilding Affairs	4	–	–	–	–	–	4
Total	**852**	**(67)**	**15**	**–**	**–**	**(52)**	**800**

[a] 1 position of Administrative Officer (P-3) as a position of Administrative Officer (P-4).
[b] 1 position of Telecommunications Assistant (Field Service) as a position of Telecommunications Assistant (Local level).
[c] 1 position of Information Technology Assistant (Field Service) as a position of Information Technology Assistant (Local level).
[d] 1 position of Heating Ventilation and Air-Conditioning Technician (Local level) as a position of Associate Engineer (National Professional Officer).
[e] 1 position of Administrative Assistant (Field Service) as a position of Administrative Assistant (Local level).

Table 4
Staffing requirements by location

	Professional and higher categories									General Service and related categories			National staff			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	
Approved 2018																
Baghdad	1	2	1	5	14	35	32	4	94	121	–	215	63	200	–	478
Baghdad International Airport	–	–	–	–	–	1	1	1	3	17	–	20	2	16	–	38
Basrah	–	–	–	–	–	2	1	–	3	1	–	4	5	10	–	19
Erbil	–	–	–	–	4	5	11	2	22	28	–	50	19	87	–	156
Kirkuk	–	–	–	–	–	3	5	–	8	14	–	22	5	20	–	47
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Amman	–	–	–	–	1	–	–	–	1	–	–	1	–	1	–	2
Mosul	–	–	–	–	–	1	–	–	1	–	–	1	1	3	–	5
Najaf	–	–	–	–	–	1	–	–	1	–	–	1	3	2	–	6
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Ninawa	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Dahuk	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Sulaymaniyah	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Babil	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Karbala'	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Dhi Qar	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Maysan	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Kuwait	–	–	–	–	–	2	1	–	3	8	–	11	–	63	–	74
New York	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
Total	**1**	**2**	**1**	**6**	**19**	**53**	**53**	**7**	**142**	**189**	**–**	**331**	**118**	**403**	**–**	**852**
Proposed 2019																
Baghdad	1	2	1	5	14	32	32	3	90	105	–	195	65	196	–	456
Baghdad International Airport	–	–	–	–	–	1	1	–	2	15	–	17	1	15	–	33
Basra	–	–	–	–	–	1	2	–	3	–	–	3	5	10	1	19
Erbil	–	–	–	–	4	6	9	2	21	22	–	43	19	80	1	143
Kirkuk	–	–	–	–	–	3	5	–	8	12	–	20	4	21	–	45
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	–	4
Amman	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Mosul	–	–	–	–	–	2	2	–	4	12	–	16	–	6	–	22
Najaf	–	–	–	–	–	1	–	–	1	–	–	1	2	2	–	5
Anbar	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Salah al-Din	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Diyala	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Ninawa	–	–	–	–	–	–	–	–	–	–	–	–	2	–	–	2
Dahuk	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Sulaymaniyah	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Babil	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Karbala'	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Qadisiyah	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Wasit	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Dhi Qar	–	–	–	–	–	–	–	–	–	–	–	–	1	–	–	1
Muthanna	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Maysan	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Kuwait	–	–	–	–	–	2	2	1	5	8	–	13	–	49	–	62
New York	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
Total	**1**	**2**	**1**	**6**	**18**	**51**	**55**	**6**	**140**	**174**	**–**	**314**	**104**	**380**	**2**	**800**
Change	**–**	**–**	**–**	**–**	**(1)**	**(2)**	**2**	**(1)**	**(2)**	**(15)**	**–**	**(17)**	**(14)**	**(23)**	**2**	**(52)**

1. Special Representative of the Secretary-General

Table 5
Staffing requirements: Office of the Special Representative of the Secretary-General

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Front Office																
Approved 2018	1	–	–	–	1		1	–	3	2	–	5	–	1	–	6
Proposed 2019	1	–	–	–	1	–	1	–	3	2	–	5	–	1	–	6
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Gender Unit																
Approved 2018	–	–	–	–	1	–	–	–	1	–	–	1	1	–	–	2
Proposed 2019	–	–	–	–	1	–	–	–	1	–	–	1	1	–	–	2
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Women's Protection Unit																
Approved 2018	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Proposed 2019	–	–	–	–	1	–	–	–	1	–	–	1	–	–	–	1
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Child Protection Unit																
Approved 2018	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2
Proposed 2019	–	–	–	–	–	1	–	–	1	–	–	1	1	–	–	2
Change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Office of the Chief of Staff																
Approved 2018	–	–	1	–	3	3	4	1	12	2	–	14	11	5	–	30
Proposed 2019	–	–	1	–	3	2	5	–	11	2	–	13	11	5	–	29
Change	**–**	**–**	**–**	**–**	**–**	**(1)**	**1**	**(1)**	**(1)**	**–**	**–**	**(1)**	**–**	**–**	**–**	**(1)**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officers	Local level	United Nations Volunteers	Total
Human Rights Office																
Approved 2018	–	–	–	1	2	5	7	–	15	1	–	16	15	10	–	41
Proposed 2019	–	–	–	1	2	5	7	–	15	1	–	16	18	10	–	44
Change	–	–	–	–	–	–	–	–	–	–	–	–	**3**	–	–	**3**
Public Information Office																
Approved 2018	–	–	–	1	1	1	1	1	5	–	–	5	9	5	–	19
Proposed 2019	–	–	–	1	1	1	1	1	5	–	–	5	9	5	–	19
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Security Section																
Approved 2018	–	–	–	–	1	5	5	2	13	97	–	110	10	117	–	237
Proposed 2019	–	–	–	–	1	5	5	2	13	89	–	102	10	111	–	223
Change	–	–	–	–	–	–	–	–	–	**(8)**	–	**(8)**	–	**(6)**	–	**(14)**
Total																
Approved 2018	1	–	1	2	10	15	18	4	51	102	–	153	47	138	–	338
Proposed 2019	1	–	1	2	10	14	19	3	50	94	–	144	50	132	–	326
Change	–	–	–	–	–	**(1)**	**1**	**(1)**	**(1)**	**(8)**	–	**(9)**	**3**	**(6)**	–	**(12)**

50. The following organizational units of the Mission have a direct reporting line to the Special Representative of the Secretary-General:

(a) Front Office of the Special Representative of the Secretary-General: the Special Representative is the Head of Mission and undertakes the mandate vested in the Mission by the Security Council, supported by the immediate team in the Office. The Special Representative is also the United Nations designated official for security in Iraq. The Front Office is responsible for supporting the Special Representative in all areas of the work of the Mission, including the provision of substantive and administrative support, as well as liaison with all Mission components and United Nations Headquarters in New York;

(b) The Gender Unit, which is responsible for advising the Special Representative and the senior Mission leadership on strategies for ensuring the effective implementation of existing Security Council resolutions on women and peace and security, as well as on the Department of Peacekeeping Operations and Department of Field Support policy on gender equality in peacekeeping operations and the Department of Political Affairs strategy on women and peace and security for the period 2016–2020, initiated in response to the peace and security reviews conducted in 2015. The Unit also provides technical advice to substantive Mission components to support gender mainstreaming throughout Mission activities, as well promotes gender as a cross-cutting issue in Mission activities;

(c) The Women's Protection Unit, which is responsible for establishing the monitoring, analysis and reporting arrangements mechanism on conflict-related sexual violence and for supporting the Government of Iraq in implementing the joint communiqué on the prevention of and response to conflict-related sexual violence, in

partnership with the United Nations system. Focused attention on addressing conflict-related sexual violence is crucial for identifying and providing better responses to survivors of sexual violence, pursuing justice and accountability for sexual violence crimes and ultimately contributing to peace and stability in Iraq;

(d) The Child Protection Unit, which is responsible for advising the Special Representative, the Mission leadership and the Government of Iraq on issues related to children and armed conflict and on the implementation of the monitoring and reporting mechanism with respect to the six grave violations described in Security Council resolution 1261 (1999) and subsequently adopted thematic resolutions pertaining to children and armed conflict. Furthermore, the Unit engages in advocacy and dialogue to address and develop strategies and mechanisms to end the grave violations, as mandated by the Council in its resolutions 1612 (2005), 1882 (2009) and 1998 (2011);

(e) The Office of the Chief of Staff, which is responsible for ensuring the integrated and coherent functioning of the Mission across all areas, components and locations. The Office is the principal interface on strategic programme planning and coordination within the Mission and with the United Nations country team, the Government of Iraq, embassies and other international and national partners. In that capacity, the Chief of Staff oversees the core mechanisms and processes that enable the integrated delivery of the Mission's mandate, in particular strategic and operational planning, policy coordination, legal advice, senior-level decision-making and information management. Other responsibilities include support and follow-up to protocol-related and administrative matters that pertain to staff movement and high-level missions to Iraq. The Office also engages with multiple internal and external actors in respect of complex planning processes, monitors implementation, participates in the preparation of the Mission's budget and the review, implementation and monitoring of the integrated strategic framework, and coordinates Mission-level support for the Headquarters-based Iraq Integrated Task Force and equivalent entities on other key planning tools in keeping with the Policy on Integrated Assessment and Planning;

(f) The Human Rights Office, which is responsible for a number of core areas that constitute the main human rights and rule of law deficits that underpin the ongoing cycles of violence in Iraq: the protection of civilians from the effects of armed conflict and terrorism; comprehensive criminal justice law/institutional reform, including policies to combat terrorism and violent extremism while respecting and protecting human rights and the rule of law; transitional justice and community reconciliation; comprehensive legal and policy reform with regard to the protection of women and children from sexual and gender-based violence and conflict-related sexual violence; comprehensive legal and policy reform with regard to the protection of minorities and their full and equal participation in the political, economic and social life of Iraq; improving democratic space and ensuring respect for economic, social and cultural rights; and capacity-building of State institutions, including of the national human rights institutions, the committees of the Council of Representatives, the judiciary, law enforcement officials and ministries. The Office operates from offices located in Basrah, Mosul, Kirkuk, Erbil, Baghdad and Najaf;

(g) The Public Information Office, which is responsible for providing advice and planning and implementing communications activities aimed at Iraqi society and at external and internal stakeholders to strengthen the understanding of the role of UNAMI and the United Nations in the country, as well as promote a better understanding of Iraq within the United Nations. The Office operates from Baghdad and the regional offices in Erbil, Kirkuk and Mosul, and takes the lead in the implementation of the Mission's integrated public information strategy, as well as public information and outreach activities in Iraq;

(h) The Security Section, which is responsible for providing security services to all staff of UNAMI and the United Nations agencies, funds and programmes present in Iraq. The Section ensures the provision of an enabling environment for the safe delivery of the United Nations mandate and programmes. The Section is also responsible for the provision of security-related training programmes to all staff of the United Nations security management system organizations, and implements a staff-tracking mechanism to control the movement of each staff member to and from Iraq and within Iraq. The Section is headed by the Principal Security Adviser (D-1), funded by the Department of Safety and Security, who reports directly to the Special Representative and to the Department. The Section comprises the following four pillars: the Security Strategic Plans and Administrative Support Unit/Office of the Principal Security Adviser; the Government of Iraq Liaison Unit; the Special Investigations Unit; and the Logistical Support and Coordination Unit. Security staff are deployed in Baghdad, at the Baghdad International Airport and at offices in Basrah, Erbil, Kirkuk, Mosul and Najaf. The Section includes a Deputy Security Adviser for Operations (P-4), funded by the Department of Safety and Security, who is responsible for all the operational units, as listed below:

(i) The Security Information and Operations Centre, which is responsible for security information management, operational planning and support for the activities of security management system organizations. The Centre comprises the Security Plans Unit, the Security Operations Centre and the Security Information Coordination Unit;

(ii) The Close Protection Unit, which provides personal protection security services to the Mission leadership and other personnel of the security management system organizations. The Unit has four Close Protection Teams in Baghdad;

(iii) Area Security Coordination Units, comprised of four units deployed in Baghdad, namely, the Area Security Coordination Unit in Baghdad, the Premises Security Subunit, the Baghdad International Airport Forward Support Base and the Security Subunit in Najaf. The Area Security Coordination Unit in the Kurdistan Region is responsible for operations at the Kurdistan Region operational hub, which is led by a Security Officer (P-4, funded by the Department of Safety and Security), who acts as Security Coordination Officer for the Kurdistan Region. The Area Security Coordination Unit in Kirkuk is responsible for the coordination of security functions at the Kirkuk operational hub. The Area Security Coordination Unit in Basrah is responsible for the coordination of security activities at the Basrah operational hub. The Area Security Coordination Unit in Ninawa is responsible for the coordination of security activities at the Ninawa operational hub. The Security Unit in Kuwait serves as the support base of the Security Section in Iraq for liaison duties with the host country and the designated official for Kuwait.

Proposed organizational changes

51. The following changes in the staffing of organizational units reporting directly to the Special Representative of the Secretary-General are proposed for 2019:

(a) Chief of Staff: the following changes in staffing under Chief of Staff are proposed:

(i) The abolishment of one position of Programme Officer (P-4) and one position of Associate Programme Management Officer (P-2), which is in line with the streamlining of activities and the optimization of resources of the Mission, as the supervisory functions carried out earlier by the Programme Officer (P-4) have been absorbed by the Special Assistant (P-3) and the Personal

Assistant (Field Service) and the programmatic functions carried out by the Associate Programme Management Officer (P-2) have been included in the portfolios of the Planning Officer (P-4) and the Programme Management Officer (National Professional Officer) positions;

(ii) The establishment of one position of Conduct and Discipline Officer (P-3) to support the Chief of the Integrated Conduct and Discipline Unit in the exercise of his or her functions and responsibilities under the new accountability framework on conduct and discipline, by providing internal quality control and substantive backstopping to support the Chief of the Unit, which is necessitated by the increased workload of the Unit. Under the supervision of the Chief of the Unit, the incumbent would coordinate with focal points and other mission components with regard to the preparation of relevant reports and review and recommend disposition in respect of all misconduct cases. In addition, the incumbent would maintain and monitor the data management system for all categories of personnel misconduct and share the tasks of receiving and processing allegations of possible misconduct, supervising other team members, designing and delivering training sessions, proposing strategies to prevent misconduct, conducting risk assessments, monitoring and reporting on welfare and recreation of staff and coordinating with other United Nations agencies to implement measures to support victims;

(b) Human Rights Office: The establishment of three positions of Human Rights Officer (National Professional Officer), in line with the mandate of UNAMI to promote accountability for human rights violations, is proposed. The incumbents would possess specialized experience in the monitoring of legal processes and in the rule of law, and would engage with judicial and prison actors and provide legal expertise on the domestic legal framework and practice. The new positions would also play a vital role in gathering data for analysis on compliance with due process and fair trial standards and contribute to products and advocacy directed at bringing the Iraqi legal framework into line with international standards. In addition to monitoring legal processes and detention, and as recognized by the independent and external assessment of UNAMI, the incumbents would also support the monitoring of and reporting on conflict-related sexual violence and the provision of legal advice regarding criminal law and procedures, in order to enable UNAMI to play its role in supporting efforts relating to accountability and to address recognized deficits in the application of the rule of law in Iraq;

(c) Security Section: the following changes in staffing under Security Section are proposed:

(i) The establishment of an Area Security Coordination Unit for Ninawa, located in Mosul. The Unit would be responsible for conducting security assessments, completing security risk management processes and coordinating with local authorities to enable United Nations operations in Mosul and adjoining areas. The Unit is proposed to be headed by one Field Security Coordination Officer (P-4), to be redeployed from Erbil. Given the fragile security situation in the region, a Security Coordination Officer (P-3) would serve as the Deputy Field Security Coordination Officer to provide support and ensure operational continuity. To this end, it is proposed to redeploy the position of Field Security Coordination Officer (P-3) from Basrah to Mosul. Three positions of Security Officer (Field Service) are also proposed to be redeployed from Erbil to Mosul in order to perform essential support functions, including putting in place access control procedures, implementing physical security measures and providing information security;

(ii) The redeployment of one Security Officer (National Professional Officer) from Baghdad International Airport to Erbil to replace the Security Officer (Field Service) position proposed to be redeployed to Mosul and thereby retain the required security capacity in Erbil;

(iii) The establishment of six Radio Operator (Local level) positions and 10 Security Assistant (Local level) positions, to be funded through the security cost-sharing mechanism with the United Nations country team, in order to perform duties as security guards for the integrated United Nations compound in Mosul;

(iv) The establishment of a Close Protection Team to provide protective support to all field missions through close coordination with security forces at the local level. The team would additionally provide security support to all United Nations dignitaries visiting Mosul, as well as serve as a crucial lifesaving emergency response team, including for casualty and medical evacuations. The team would consist of nine Close Protection Officer (Field Service) positions and one Security Assistant (Local level) position drawn and deployed from current Close Protection Teams;

(v) The further streamlining of the Security Section by right-sizing resources required to support the Mission and abolishing 14 cost-shared security positions which have been providing services to the United Nations country team, as follows: one Field Security Radio Operator (Local level, Baghdad); four Field Security Assistants (Local level, Erbil); one Field Security Assistant (Local level, Kirkuk); two Close Protection Officers (Field Service, Baghdad); four Security Officers (Field Service, Baghdad); one Security Officer (Field Service, Erbil); and one Close Protection Officer (Field Service, Kirkuk).

Table 6
Iraq team of the Middle East and West Asia Division and the Electoral Affairs Division of the Department of Political and Peacebuilding Affairs

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2018	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
Proposed 2019	–	–	–	–	–	2	2	–	4	–	–	4	–	–	–	4
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

52. The Iraq team of the Middle East and West Asia Division and the Electoral Affairs Division of the Department of Political and Peacebuilding Affairs will provide backstopping to the Mission from United Nations Headquarters in New York. In view of the continued political, economic and security uncertainties in Iraq and the key involvement of the United Nations in national and regional reconciliation, reform and elections, the capacity of the Department to respond to backstopping demands will remain essential, with its functions ranging from providing operational support, to assisting in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs, to engagement with Member States and other key regional and international partners.

2. Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

Table 7

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Front Office																
Approved 2018	–	1	–	1	–	2	1	–	5	1	–	6	1	2	–	9
Proposed 2019	–	1	–	1	–	2	1	–	5	1	–	6	1	2	–	9
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Joint Analysis Unit																
Approved 2018	–	–	–	–	1	1	4	–	6	–	–	6	5	1	–	12
Proposed 2019	–	–	–	–	1	1	4	–	6	–	–	6	5	1	–	12
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of Political Affairs																
Approved 2018	–	–	–	1	3	11	6	1	22	1	–	23	25	13	–	61
Proposed 2019	–	–	–	1	2	11	7	1	22	1	–	23	26	12	2	63
Change	–	–	–	–	**(1)**	–	**1**	–	–	–	–	–	**1**	**(1)**	**2**	**2**
Electoral Assistance Office																
Approved 2018	–	–	–	1	2	2	–	–	5	–	–	5	2	5	–	12
Proposed 2019	–	–	–	1	2	2	–	–	5	–	–	5	2	5	–	12
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total																
Approved 2018	–	1	–	3	6	16	11	1	38	2	–	40	33	21	–	94
Proposed 2019	–	1	–	3	5	16	12	1	38	2	–	40	34	20	2	96
Change	–	–	–	–	**(1)**	–	**1**	–	–	–	–	–	**1**	**(1)**	**2**	**2**

53. The following organizational units of the Mission have a direct reporting line to the Deputy Special Representative:

(a) Front Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance: the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Office of Political Affairs, the Electoral Assistance Office, the Joint Analysis Unit and the Tehran liaison office;

(b) The Joint Analysis Unit, which is responsible for providing focused, integrated and forward-looking analysis to the Mission in recognition of the fact that integrated United Nations missions require an integrated strategy and capacity to coordinate and collect information from multiple sources to advise senior leaders;

(c) Office of Political Affairs: the Office is central to the Mission's political outreach and engagement. It provides substantive and long-term policy planning and

strategic analysis to the Special Representative, the Deputy Special Representative for Political Affairs and Electoral Assistance, other United Nations agencies, funds and programmes and United Nations Headquarters. It maintains liaison with political parties, official State institutions, parliament, provincial councils, the diplomatic community, civil society, women, minorities and youth groups, local communities across Iraq and other entities concerned. The Office has a lead role in providing advice and guidance and making recommendations to the mission leadership, and in developing, organizing, engaging with and following up on various initiatives in furthering the Mission's core mandate. The Office plays a key role in supporting important initiatives of the federal Government of Iraq, for example, by facilitating the national reconciliation process by deploying its resources, including at the grass-roots level, through intensive community engagement. The Office also works on building political consensus around key outstanding legislation, the annual adoption of the federal budget, appointments to several independent commissions and the Government's reform agenda. The Office will continue to support initiatives to improve Baghdad-Erbil relations, security sector reform, protection and promotion of minority rights, efforts to counter extremist ideology, and conflict prevention initiatives, through the good offices of the Special Representative and the Deputy Special Representative. The Office is expected to work on political initiatives in support of the stabilization and reconstruction activities of the United Nations country team in areas retaken from ISIL control. The Office is organized into teams working on national reconciliation (including Baghdad-Erbil relations), regional engagement, parliamentary support, governorate affairs, minority affairs and monitoring and analysis. In addition, the Office maintains regular liaison with the diplomatic community in Baghdad to promote the coherence of the positions of the international community, in support of the Government of Iraq. The Office prepares analytical reports and daily reports, and drafts weekly and thematic code cables to Headquarters, as well as the quarterly report of the Secretary-General to the Security Council. The Office operates from the UNAMI offices located in Baghdad, Basrah, Erbil, Mosul and Kirkuk. In addition, 13 National Professional Officers are based in the Governorates of Babil, Karbala', Najaf, Salah al-Din, Muthanna, Diyala, Qadisiyah, Wasit, Anbar, Maysan, Dhi Qar and Dahuk;

(d) The Electoral Assistance Office is responsible for supporting the electoral activities carried out by the Mission in line with its mandate. The Office provides high-level policy advice and targeted electoral technical assistance to the Independent High Electoral Commission in preparing and organizing scheduled Iraqi electoral events. It engages with parliamentary and ministerial committees working on electoral oversight and the review of the electoral legal and institutional framework. The Office supports initiatives to strengthen relations among Iraqi electoral institutions and stakeholders that are aimed at enhancing the inclusiveness, transparency and credibility of electoral processes. Electoral assistance officers are currently located in Baghdad, Erbil and New York.

Proposed organizational changes

54. The following changes in the staffing of organizational units reporting directly to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance are proposed for 2019:

Office of Political Affairs:

(a) The establishment of one position of Political Affairs Officer (National Professional Officer) in Kirkuk. The nature of the political and social landscape in Kirkuk has been further complicated following the Kurdistan Region referendum of 25 September 2017. The situation of longstanding issues of disputed internal boundaries, distribution of oil revenues, and regional influence in the area has been

aggravated, which has had an impact on the relationship between the federal Government and the Kurdistan Regional Government. It is therefore necessary to establish additional capacity to support the Office and address new challenges in the region;

(b) The establishment of two new positions of Political Affairs Assistant (United Nations Volunteer), one in Basrah and one in Erbil. United Nations Volunteer staff will assist with research, media monitoring and the drafting of reports and briefing notes, as well as arrange meetings with political actors, international communities and other political figures, support visiting teams and missions and provide interpretation services;

(c) The closure of the Amman liaison office and, accordingly, the abolishment of two positions at the office, namely: one Senior Political Affairs Officer (P-5) position and one Language Assistant (Local level) position. The office was established to maintain contact with key Iraqi political figures based in Jordan. Following the return of a large part of the Iraqi political diaspora to Baghdad, there is no longer a requirement to maintain an office in Amman;

(d) The establishment of one new position of Political Affairs Officer (P-3) in Mosul to provide substantive support to the Head of Office and provide coverage in the absence of the Head of Office. While the Head of Office represents the Mission, monitors political developments and coordinates the activities of the Mosul office, the Political Affairs Officer (P-3) would reach out to minority communities and engage in conflict resolution, in particular vis-à-vis the so-called disputed areas, which have remained volatile.

3. Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

Table 8

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Front Office																
Approved 2018	–	1	–	–	–	2	1	–	4	1	–	5	–	1	–	6
Proposed 2019	–	1	–	–	–	2	1	–	4	1	–	5	–	1	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Field Unit																
Approved 2018	–	–	–	–	–	3	2	–	5	–	–	5	28	2	–	35
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(3)**	**(2)**	–	**(5)**	–	–	**(5)**	**(28)**	**(2)**	–	**(35)**
Coordination Unit																
Approved 2018	–	–	–	–	1	1	2	1	5	1	–	6	1	–	–	7
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	**(1)**	**(1)**	**(2)**	**(1)**	**(5)**	**(1)**	–	**(6)**	**(1)**	–	–	**(7)**

	Professional and higher categories									General Service and related categories			National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Development Coordination Office																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	1	2	4	1	8	–	–	8	10	2	–	20
Change	–	–	–	–	**1**	**2**	**4**	**1**	**8**	–	–	**8**	**10**	**2**	–	**20**
Total																
Approved 2018	–	1	–	–	1	6	5	1	14	2	–	16	29	3	–	48
Proposed 2019	–	1	–	–	1	4	5	1	12	1	–	13	10	3	–	26
Change	–	–	–	–	–	**(2)**	–	–	**(2)**	**(1)**	–	**(3)**	**(19)**	–	–	**(22)**

55. The Deputy Special Representative for Development and Humanitarian Affairs assumes the responsibilities of the United Nations Resident Coordinator and Humanitarian Coordinator, leading the United Nations country team and the humanitarian country team. Furthermore, the Deputy Special Representative focuses on key mandate priorities, including coordinating humanitarian efforts, supporting stabilization in liberated areas and the return of displaced populations, promoting and facilitating social cohesion and reconciliation and coordinating support for recovery and development activities, the Government's reconstruction agenda and the national development plan. The Deputy Special Representative is responsible for leading the United Nations system in setting strategy and in the planning, implementation and monitoring of development programmes, as outlined in the United Nations Development Assistance Framework and in the integrated strategic framework. The Deputy Special Representative also coordinates and exercises leadership on joint communications, advocacy and resource mobilization.

56. The following organizational units of the Mission have a direct reporting line to the Office of the Deputy Special Representative:

(a) The Front Office of the Deputy Special Representative for Development and Humanitarian Affairs is responsible for the administration and management of the Office of the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator and the coordination, facilitation and planning of the Deputy Special Representative's activities;

(b) The Development Coordination Office is responsible for supporting the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator in carrying out the role and functions of the Resident Coordinator. The Office supports inter-agency coordination within the United Nations system through the design and maintenance of policy, planning and coordination mechanisms, including strategic planning, programme and operations management, policy guidance, knowledge management, advocacy and communications, while seeking to enhance the coherence of the United Nations and improve programme impact to achieve results. It is also responsible for providing support to the Government of Iraq, serving as the link between the United Nations and the Government's coordination architecture for the implementation of its national development plan; overseeing all relevant policy and planning frameworks; facilitating coordination between the Mission and the United Nations country team, including integrated activities within the United Nations Development Assistance Framework and the integrated strategic framework; and

supporting relations with donors, the Government and other stakeholders on reconstruction and development priorities.

57. The Development Coordination Office provides coordination and information support to the Mission, the United Nations country team, government authorities and development partners in priority governorates. It also supports stabilization efforts in the liberated areas, supports the safe and voluntary return of displaced populations, facilitates recovery activities and the Government's development agenda and coordinates with non-governmental organizations, community-based organizations and donor partners to ensure coherent responses and engagement at the governorate, district and city levels. The Office operates in Baghdad, Anbar, Kirkuk, Diyala, Salah ad Din, Ninawa, Erbil and Basrah, covering 10 priority governorates.

Proposed organizational changes

58. In line with a recommendation of the independent external assessment of UNAMI on the review and gradual abolishment of the Integrated Coordination Office for Development and Humanitarian Affairs, the United Nations Development Programme and the Office for the Coordination of Humanitarian Affairs of the Secretariat undertook a joint assessment mission in May 2018 to review the Integrated Coordination Office and propose recommendations for repurposing and restructuring it. They recommended that the Office be reoriented to focus on recovery and development, that the name be changed to reflect a geographic focus and that staff levels be reduced overall.

59. The following changes in the staffing of organizational units reporting directly to the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs are proposed for 2019: the Integrated Coordination Office for Development and Humanitarian Affairs would be replaced by a new Development Coordination Office, which would be created through the consolidation of the Field Unit and the Coordination Unit. The Development Coordination Office would maintain and strengthen strategic partnerships, develop planning, reporting and advocacy tools in support of the Government's development priorities, support the monitoring of the country's development progress and support coordination of United Nations operations to ensure coherence and programmatic and operational alignment. The consolidation of the Coordination Unit and the Field Unit into the Development Coordination Office would entail a reduction in staffing from 42 to 20 positions. The coverage of governorates would also be reduced to 10 priority governorates from 18. Accordingly, it is proposed that one Civil Affairs Officer position (P-4) in Baghdad and one Humanitarian Officer position (P-4) in Basrah be abolished. Also proposed for abolishment are 1 Administrative Assistant position (Local level) in Baghdad and 19 Humanitarian Affairs Officer positions (National Professional Officer) as follows: 2 in Baghdad, 1 in Salah ad Din, 1 in Diyala, 1 in Wasit, 1 in Babil, 1 in Karbala', 1 in Najaf, 1 in Qadisiyah, 2 in Dahuk, 2 in Sulaymaniyah, 1 in Erbil, 1 in Mosul, 2 in Kirkuk, 1 in Maysan and 1 in Muthanna.

4. Mission Support

Table 9
Overall staffing requirements for Mission Support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Approved 2018	–	–	–	1	2	12	16	1	32	77	–	109	9	217	–	335
Proposed 2019	–	–	–	1	2	13	16	–	32	70	–	102	10	209	–	321
Change	–	–	–	–	–	1	–	(1)	–	(7)	–	(7)	1	(8)	–	(14)

60. Mission Support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises three main workstreams, namely, the Office of the Chief of Mission Support, the Supply Chain Management and Service Delivery pillar and the Operations and Resource Management pillar.

61. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and technical support and is supported by the Chief of Operations and Resource Management, with responsibility for undertaking coordination and operational oversight and ensuring that key enabling services are delivered to the clients, and the Chief of Supply Chain Management and Service Delivery, with responsibility for managing and coordinating the flow of supply chain goods and services and the provision of technical services.

62. Mission Support will continue to focus on the progressive alignment of its organizational structures established under the global mission support restructuring exercise. In line with this strategy, the establishment of an Acquisition Management Section, a Logistics Cell and a Life Support Unit is proposed in 2019, using staffing resources to be provided by existing organizational units to further improve the acquisition planning, contract management and logistics functions. A new Environment Unit is proposed so as to synergize, coordinate and complement the significant gains already made by UNAMI in the environmental area and to oversee, coordinate and provide advice on the implementation of the policies on the environment and on waste management of the Department of Peacekeeping Operations and the Department of Field Support, as well as the environmental strategy of the Department of Field Support. Furthermore, an overall restructuring of reporting lines within Mission Support is proposed to standardize the delivery of services.

63. In terms of the Operations and Resource Management pillar, it is proposed that four units currently reporting to the Office of the Chief of Mission Support (the Human Resources Section, the Budget and Finance Unit, the regional offices and the Information Management Unit) be moved to the Operations and Resource Management pillar. It is also proposed that the Field Technology Section (formerly the Geospatial, Information and Telecommunications Technology Section) be moved from the Supply Chain Management and Service Delivery pillar and merged with the Information Management Unit under the Operations and Resource Management pillar.

64. With respect to the Supply Chain Management and Service Delivery pillar, it is proposed that three units be moved from the Operations and Resource Management pillar, namely, the Facilities Management and Services Section, the Medical Services Section and the Staff Counselling Unit. The Facilities Management and Services Section would be merged with the Engineering Section, and the Medical Services

Section would be merged with the Staff Counselling Unit. In addition, it is proposed that a stand-alone Logistics Cell and a new Life Support Unit be established and that the Contract Management Unit be moved from the Office of the Chief of Mission Support in order to contribute to the formation of the Acquisition Management Section.

65. The Mission Support management team will remain focused on location-dependent, critical functions within the Mission, while better positioning itself to deliver enhanced services, advice and support to the Special Representative of the Secretary-General.

66. Table 10 provides an overview of the restructuring proposed under Mission Support.

Table 10
Summary of organizational changes proposed as part of the restructuring of Mission Support

Organizational unit	*From*	*To*
Budget and Finance Unit	Office of the Chief of Mission Support	Operations and Resource Management
Contract Management Unit[a]	Office of the Chief of Mission Support	Supply Chain Management and Service Delivery
Regional offices	Office of the Chief of Mission Support	Operations and Resource Management
Information Management Unit[b]	Office of the Chief of Mission Support	Operations and Resource Management
Human Resources Section	Office of the Chief of Mission Support	Operations and Resource Management
Medical Services Section	Operations and Resource Management	Supply Chain Management and Service Delivery
Staff Counselling Unit[c]	Operations and Resource Management	Supply Chain Management and Service Delivery
Facilities Management and Services Section[d]	Operations and Resource Management	Supply Chain Management and Service Delivery
Field Technology Section[e]	Supply Chain Management and Service Delivery	Operations and Resource Management
Environment Unit	Not applicable[f]	Office of the Chief of Mission Support
Logistics Cell	Not applicable[f]	Supply Chain Management and Service Delivery
Acquisition Management Section	Not applicable[f]	Supply Chain Management and Service Delivery
Life Support Unit	Not applicable[f]	Supply Chain Management and Service Delivery

[a] Merged with the Acquisition Management Section.
[b] Merged with the Field Technology Section.
[c] Merged with the Medical Services Section.
[d] Merged with the Engineering Section.
[e] Formerly the Geospatial, Information and Telecommunications Technology Section.
[f] New unit/section.

Office of the Chief of Mission Support

Table 11
Staffing requirements: Office of the Chief of Mission Support

	Professional and higher categories									*General Service and related categories*		*National staff*				
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Front Office																
Approved 2018	–	–	–	1	–	1	1	–	3	1	–	4	–	–	–	4
Proposed 2019	–	–	–	1	–	1	1	–	3	1	–	4	–	1	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**1**	–	**1**
Contract Management Unit																
Approved 2018	–	–	–	–	–	–	1	–	1	–	–	1	–	1	–	2
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**	–	**(1)**	–	**(2)**
Regional offices (Erbil, Kirkuk)																
Approved 2018	–	–	–	–	–	–	2	–	2	–	–	2	–	2	–	4
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	**(2)**	–	**(2)**	–	–	**(2)**	–	**(2)**	–	**(4)**
Information Management Unit																
Approved 2018	–	–	–	–	–	–	–	–	–	2	–	2	–	–	–	2
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	**(2)**	–	**(2)**	–	–	–	**(2)**
Planning, Monitoring and Compliance Unit																
Approved 2018	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	1
Proposed 2019	–	–	–	–	–	–	–	–	–	1	–	1	–	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Environment Unit																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	–	1	–	1	–	–	1	–	–	–	1
Change	–	–	–	–	–	–	**1**	–	**1**	–	–	**1**	–	–	–	**1**
Budget and Finance Unit																
Approved 2018	–	–	–	–	–	1	1	–	2	2	–	4	–	3	–	7
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	**(1)**	–	**(2)**	**(2)**	–	**(4)**	–	**(3)**	–	**(7)**
Human Resources Section																
Approved 2018	–	–	–	–	–	1	–	–	1	5	–	6	1	5	–	12
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	**(5)**	–	**(6)**	**(1)**	**(5)**	–	**(12)**

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Total																
Approved 2018	–	–	–	1	–	3	5	–	9	11	–	20	1	11	–	32
Proposed 2019	–	–	–	1	–	1	2	–	4	2	–	6	–	1	–	7
Change	**–**	**–**	**–**	**–**	**–**	**(2)**	**(3)**	**–**	**(5)**	**(9)**	**–**	**(14)**	**(1)**	**(10)**	**–**	**(25)**

67. The following organizational units of UNAMI have a direct reporting line to the Chief of Mission Support:

(a) The Front Office, from which the Chief of Mission Support will continue to provide strategic advice to the senior leadership of UNAMI on the managerial, logistical and administrative support required to implement the Mission's mandate, including the implementation of the global field support strategy;

(b) The Planning, Monitoring and Compliance Unit, which is responsible for carrying out comprehensive planning in all areas of mission support while consolidating the monitoring, coordination and compliance functions to ensure that UNAMI adheres to all administrative circulars, directions and recommendations of the Board of Auditors and the Office of Internal Oversight Services, among others;

(c) The Environment Unit, which ensures, as the UNAMI compounds have increased in both size and occupancy, that the Mission's greening efforts are synergized and coordinated and that they complement the significant gains that UNAMI has already made to minimize its carbon footprint. It will coordinate, monitor and oversee the Mission's implementation of the policies on the environment and on waste management of the Department of Peacekeeping Operations and the Department of Field Support, as well as the environmental strategy of the Department of Field Support. It will conduct regular site assessments to identify opportunities to increase efficiency and reduce health and environmental risks and will provide advice to the implementing units and sections, as well as to the United Nations Guard Units.

Proposed organizational changes

68. The following changes in the staffing of organizational units reporting directly to the Office of the Chief of Mission Support are proposed for 2019:

(a) Front Office:

(i) The establishment of one Senior Administrative Assistant position (Local level) to provide administrative support to the Front Office and to cover for the Administrative Assistant (Field Service);

(ii) The creation of the Environment Unit and the establishment of one Environmental Affairs Officer position (P-3), which is required to minimize the Mission's carbon footprint and to work towards meeting the ISO 14001 standard;

(b) Information Management Unit: the redeployment of the Unit to the Field Technology Section, aligning responsibilities to ensure efficient service delivery;

(c) Human Resources Section, Budget and Finance Unit and the regional offices (Erbil, Kirkuk): in line with the restructuring of global mission support, the

redeployment of those entities to the Operations and Resource Management pillar, reporting to the Chief of Operations and Resource Management;

(d) Contract Management Unit: the redeployment of the Unit to the Acquisition Management Section under the Supply Chain Management and Service Delivery pillar.

Operations and Resource Management

Table 12
Staffing requirements: Operations and Resource Management

	Professional and higher categories									*General Service and related categories*		*National staff*				
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Front Office																
Approved 2018	–	–	–	–	1	–	–	–	1	1	–	2	–	4	–	6
Proposed 2019	–	–	–	–	1	–	–	–	1	1	–	2	–	4	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Logistics Cell																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	–	1	–	1	–	–	–	–	1	–	2
Change	–	–	–	–	–	–	**1**	–	**1**	–	–	–	–	**1**	–	**2**
Field Technology Section																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	1	2	–	3	11	–	14	2	29	–	45
Change	–	–	–	–	–	**1**	**2**	–	**3**	**11**	–	**14**	**2**	**29**	–	**45**
Medical Services Section																
Approved 2018	–	–	–	–	–	1	4	–	5	4	–	9	–	3	–	12
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	**(4)**	–	**(5)**	**(4)**	–	**(9)**	–	**(3)**	–	**(12)**
Regional offices (Erbil, Kirkuk)																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	1	1	–	2	–	–	2	–	2	–	4
Change	–	–	–	–	–	**1**	**1**	–	**2**	–	–	**2**	–	**2**	–	**4**
Human Resources Section																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	1	–	–	1	5	–	6	1	4	–	11
Change	–	–	–	–	–	**1**	–	–	**1**	**5**	–	**6**	**1**	**4**	–	**11**
Budget and Finance Unit																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	1	1		2	–	–	–	4	2	–	6
Change	–	–	–	–	–	**1**	**1**		**2**	–	–	–	**4**	**2**	–	**6**

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Staff Counselling Unit																
Approved 2018	–	–	–	–	–	1	1		2	–	–	2	–	–	–	2
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	**(1)**		**(2)**	–	–	**(2)**	–	–	–	**(2)**
Facilities Management and Services Section																
Approved 2018	–	–	–	–	–	–	–	–	–	6	–	6	–	13	–	19
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	**(6)**	–	**(6)**	–	**(13)**	–	**(19)**
Procurement Section																
Approved 2018	–	–	–	–	–	1	–	–	1	4	–	5	1	14	–	20
Proposed 2019	–	–	–	–	–	1	–	–	1	3	–	4	1	12	–	17
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	**(2)**	–	**(3)**
Training Section																
Approved 2018	–	–	–	–	–	1	–	–	1	1	–	2	1	2	–	5
Proposed 2019	–	–	–	–	–	1	–	–	1	1	–	2	1	2	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Property Management Section																
Approved 2018	–	–	–	–	–	1	–	–	1	7	–	8	–	14	–	22
Proposed 2019	–	–	–	–	–	1	–	–	1	4	–	5	–	6	–	11
Change	–	–	–	–	–	–	–	–	–	**(3)**	–	**(3)**	–	**(8)**	–	**(11)**
Total																
Approved 2018	–	–	–	–	1	5	5	–	11	23	–	34	2	50	–	86
Proposed 2019	–	–	–	–	1	8	4	–	13	27	–	40	5	62	–	107
Change	–	–	–	–	–	**3**	**(1)**	–	**2**	**4**	–	**6**	**3**	**12**	–	**21**

69. The following organizational units have a direct reporting line to the Chief of Operations and Resource Management, who is responsible for the provision of general support and the management of operations and UNAMI resources:

(a) The Procurement Section, which is responsible for ensuring the coordinated, efficient and economical purchase and delivery of goods and services to the Mission. The Section comprises three units based in Baghdad, Erbil and Kuwait;

(b) The Training Section, which is responsible for implementing the United Nations learning and development policy to address skill gaps and facilitate the career growth and development of UNAMI staff members, including the coordination of the delivery of internal and external training. The Section has offices in Erbil, Baghdad and Kuwait;

(c) The Property Management Section, which is responsible for the provision of support services relating to property control, claims-processing, property survey

board activities and fixed assets management. The Section comprises two units: (i) the Property Control and Inventory Unit in Baghdad, Kuwait and Erbil and (ii) the Claims and Property Survey Board Unit in Baghdad and Kuwait;

(d) The Human Resources Section, which is responsible for the management of the Mission's human resources. The Chief Human Resources Officer is the functional adviser on human resources policies and practices in UNAMI and liaises with the Kuwait Joint Support Office to ensure that Mission personnel receive timely and effective services. The Section comprises the Recruitment Unit, the Client Support Desk, the Specialist Support Unit, the Organizational Management Cell and the Staff Welfare Cell;

(e) The Budget and Finance Unit, which is responsible for implementing budgetary policies and procedures, preparing the Mission's budget and performance reports, monitoring and implementing the approved budget, overseeing the implementation of the budget of the trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad and preparing various other reports and analyses;

(f) The regional offices (Erbil, Kirkuk), which are responsible for carrying out operational support activities in the UNAMI regional office in Erbil and the Mission's compound in Kirkuk;

(g) The Field Technology Section, formerly the Geospatial, Information and Telecommunications Technology Section, which is responsible for the planning, installation and maintenance of all geospatial, information technology and telecommunications infrastructure and systems in the UNAMI area of operations;

(h) The Logistics Cell, previously subsumed under the Supply Chain Management and Service Delivery pillar.

Proposed organizational changes

70. The following changes in the staffing of organizational units reporting directly to the Chief of Operations and Resource Management are proposed for 2019:

(a) Human Resources Section, Budget and Finance Unit and regional offices (Erbil, Kirkuk):

(i) In line with the implementation of the new global mission support organization structure adopted by United Nations missions, it is proposed that oversight of the Human Resources Section, the Budget and Finance Unit and the regional offices (Erbil, Kirkuk) be transferred from the Office of the Chief of Mission Support to the Operations and Resource Management pillar, reporting to the Chief of Operations and Resource Management;

(ii) It is also proposed that one Finance Assistant position (Local level) in the Budget and Finance Unit and one Human Resources Assistant position (Local level) in the Human Resources Section be abolished, as it has been determined that the functions of the positions could be effectively merged with those of other support staff without suffering any loss in efficiency;

(iii) In line with the increased presence of UNAMI arising from its expansion into Mosul and owing to the need to stage mission support functions from Erbil, the reclassification from the P-3 to the P-4 level of a Regional Mission Support Officer position at the regional office in Erbil is proposed. The reclassification is required because of the increase in the scope and complexity of the functions to be performed in support of the Erbil and Mosul offices, including overseeing the overall mission support operations in the Kirkuk regional office, providing logistical and administrative support to the UNAMI office in Mosul, where no

dedicated mission support presence is planned, enhancing coordination and interaction with the United Nations country team in Erbil and establishing liaison with the local government and other organizations, as well as furnishing logistical and administrative support to the significant operations expected to be carried out in 2019 by the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/ISIL;

(b) Medical Services Section and Staff Counselling Unit: in line with the realignment of functions under the new global mission support structure, it is proposed that those entities be merged under the Supply Chain Management and Service Delivery pillar;

(c) Property Management Section:

(i) It is proposed that one Claims Assistant position (Field Service), one Claims Assistant position (Local level) and one Receipt and Inspection Assistant position (Local level) be abolished, as the positions are currently vacant, and it has been determined that the capacity is no longer required;

(ii) It is proposed that eight positions be redeployed to the Central Warehouse Section in line with the restructuring of mission support, as follows: one Receipt and Inspection Supervisor (Field Service) (Baghdad), two Receipt and Inspection Assistants (Local level) (Baghdad), one Receipt and Inspection Assistant (Field Service) (Erbil), two Receipt and Inspection Assistants (Local level) (Erbil), one Receipt and Inspection Assistant (Local level) (Kuwait) and one Property Disposal Assistant (Local level) (Baghdad);

(d) Facilities Management and Services Section: in line with the global restructuring of mission support, it is proposed that the Section be transferred to the Supply Chain Management and Service Delivery pillar and merged with the Engineering Section;

(e) Procurement Section: in line with the restructuring of mission support, it is proposed that the Section be reorganized as three units rather than four, and that three positions be abolished as follows: two Procurement Assistants (Local level) and one Procurement Officer (Field Service);

(f) Field Technology Section: in line with the implementation of the new global mission support structure, it is proposed that the Geospatial, Information and Telecommunications Technology Section be moved from the Supply Chain Management and Service Delivery pillar to the Operations and Resource Management pillar and that it be renamed the Field Technology Section. In addition, it is proposed that:

(i) The Information Management Unit, comprising two Information Management Assistant positions (Field Service), be redeployed from the Office of the Chief of Mission Support to the Field Technology Section;

(ii) One Telecommunications Assistant position (Field Service) in the Forward Support Base at Baghdad International Airport and one Information Technology Assistant position (Field Service) in Erbil be nationalized;

(iii) One Information Technology Assistant position (Field Service) be redeployed from Baghdad to Baghdad International Airport to provide back-office support for information technology infrastructure and service delivery;

(iv) Support for the security surveillance system be moved from the Central Warehouse Section to the Field Technology Section and, accordingly, that one Supply Assistant position (Local level) be redeployed from the Central Warehouse Section to the Field Technology Section;

(v) One Geographical Information Officer position (National Professional Officer) in Baghdad be abolished, as the function will no longer be required;

(vi) Two Information Technology Assistant positions (Local level), one in Baghdad and one in the Kuwait office, be abolished;

(g) Logistics Cell: it is proposed that a stand-alone Logistics Cell, the activities of which were previously subsumed under the Supply Chain Management and Service Delivery pillar, be created to coordinate logistics in response to specific activities of UNAMI. The Cell would also manage the deployment of the United Nations Guard Unit to the Mission and related travel and visa requirements. The Cell would comprise one Logistics Officer (P-3) and one Administrative Assistant (Local level), to be redeployed from the Front Office of the Supply Chain Management and Service Delivery pillar.

Supply Chain Management and Service Delivery

Table 13
Staffing requirements: Supply Chain Management and Service Delivery

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Front Office																
Approved 2018	–	–	–	–	1	–	1	–	2	–	–	2	–	2	–	4
Proposed 2019	–	–	–	–	1	–	–	–	1	–	–	1	–	1	–	2
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	–	(1)	–	(2)
Central Warehouse Section																
Approved 2018	–	–	–	–	–	1	–	–	1	9	–	10	2	26	–	38
Proposed 2019	–	–	–	–	–	1	–	–	1	5	–	6	1	13	–	20
Change	–	–	–	–	–	–	–	–	–	(4)	–	(4)	(1)	(13)	–	(18)
Acquisition Management Section																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	–	1	–	1	2	–	3	–	6	–	9
Change	–	–	–	–	–	–	1	–	1	2	–	3	–	6	–	9
Life Support Unit																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	–	–	–	–	4	–	4	1	18	–	23
Change	–	–	–	–	–	–	–	–	–	4	–	4	1	18	–	23
Engineering and Facilities Management Section																
Approved 2018	–	–	–	–	–	1	2	–	3	2	–	5	–	33	–	38
Proposed 2019	–	–	–	–	–	1	2	–	3	8	–	11	1	44	–	56
Change	–	–	–	–	–	–	–	–	–	6	–	6	1	11	–	18
Surface Transport Section																
Approved 2018	–	–	–	–	–	–	–	–	–	7	–	7	–	49	–	56
Proposed 2019	–	–	–	–	–	–	–	–	–	6	–	6	–	44	–	50
Change	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	(5)	–	(6)

	Professional and higher categories									General Service and related categories		National staff				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Aviation and Movement Control Section																
Approved 2018	–	–	–	–	–	1	1	1	3	14	–	17	1	18	–	36
Proposed 2019	–	–	–	–	–	1	1	–	2	13	–	15	1	16	–	32
Change	–	–	–	–	–	–	–	**(1)**	**(1)**	**(1)**	–	**(2)**	–	**(2)**	–	**(4)**
Field Technology Section																
Approved 2018	–	–	–	–	–	1	2	–	3	11	–	14	3	28	–	45
Proposed 2019	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	**(1)**	**(2)**	–	**(3)**	**(11)**	–	**(14)**	**(3)**	**(28)**	–	**(45)**
Medical Services Section																
Approved 2018	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2019	–	–	–	–	–	2	5	–	7	3	–	10	1	4	–	15
Change	–	–	–	–	–	**2**	**5**	–	**7**	**3**	–	**10**	**1**	**4**	–	**15**
Total																
Approved 2018	–	–	–	–	1	4	6	1	12	43	–	55	6	156	–	217
Proposed 2019	–	–	–	–	1	5	9	–	15	41	–	56	5	146	–	207
Change	–	–	–	–		**1**	**3**	**(1)**	**3**	**(2)**	–	**1**	**(1)**	**(10)**	–	**(10)**

71. The following organizational units of UNAMI have a direct reporting line to the Chief of the Supply Chain Management and Service Delivery pillar, who is responsible for the acquisition, storage, issuance and management of goods and services and service delivery processes and for ensuring streamlined acquisition and delivery of services to all components of the Mission at all locations:

(a) The Central Warehouse Section, which is responsible for providing general supplies; performing quality control and management of contracts for security, medical and public information services; managing life support and fuel support services; forecasting supply and support requirements; carrying out budgeting and receipt and inspection; managing inventory with respect to the issuance and distribution of supplies and equipment; administering short- and long-term contracts for life support and security supplies and services and public information services; consolidating specialized warehouses into a central warehouse with smaller regional depots close to the Mission's areas of operation and centrally managing goods and commodities; and managing the provision of fuel for vehicles and generators;

(b) The Engineering and Facilities Management Section, which is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises and facilities, including construction-related projects;

(c) The Surface Transport Section, which is responsible for the provision of ground transportation and vehicle maintenance facilities and services to all staff members and military contingents in all UNAMI locations, and to the United Nations country team on a cost-reimbursement basis;

(d) The Aviation and Movement Control Section, which is responsible for the planning and management of the Mission's aviation and movement control

operations, comprising the Movement Coordination Centre and the Technical Support and Budget/Administration Unit, both located at the UNAMI Forward Support Base at Baghdad International Airport. The Section maintains liaison offices at headquarters in central Baghdad and in the Erbil and Kuwait offices;

(e) The Medical Services Section, which is responsible for the provision of health-care and medical services and for the well-being of the Mission's civilian and non-civilian personnel. The main office is in Baghdad, and level 1 clinics are located in the Erbil and Kirkuk offices;

(f) The Acquisition Management Section, which is responsible for coordinating the development of the Mission's acquisition plan and monitoring its implementation. The Section carries out centralized requisitioning functions and evaluates vendor contract performance;

(g) The Life Support Unit, which is responsible for the provision of life-support and fuel-support services and the management of contracts for catering, emergency food rations, all types of petrol and other lubricant products and the general supply of goods and services.

Proposed organizational changes

72. The following changes in the staffing of the Supply Chain Management and Service Delivery pillar and the organizational units reporting directly to it are proposed for 2019:

(a) Front Office: the redeployment of one Logistics Officer position (P-3) and one Administrative Assistant position (Local level), comprising the logistics function within the Office, to a stand-alone Logistics Cell under the Operations and Resource Management pillar in order to better coordinate logistics-related functions;

(b) Surface Transport Section:

(i) In Baghdad, the abolishment of one Vehicle Technician position (Field Service) and one Transport Assistant position (Local level) and the redeployment of one Transport Assistant position (Local level) to the Acquisition Management Section as part of an initiative to consolidate staff carrying out requisitioning, acquisition planning and contract management functions;

(ii) In Erbil, the redeployment of two Driver positions (Local level) to Mosul to support operations in Ninawa Governorate and the abolishment of one Vehicle Technician position (Local level), which has been vacant for more than two years;

(iii) In Kuwait, the abolishment of two Driver positions (Local level) in view of reduced requirements;

(c) Aviation and Movement Control Section: in line with the internal reorganization of the Section with a view to improving the efficiency of service delivery, it is proposed that:

(i) One Associate Air Operations Officer position (P-2) in Baghdad be abolished, as the Section would be headed by an Air Operations Officer (P-3) and would be split between two locations (Baghdad and Erbil), supported by three staff at each location (one Air Operations Assistant (Field Service) and two Movement Control Assistants (Local level)). Accordingly, it is also proposed that one Air Operations Assistant position (Field Service) be redeployed from Baghdad to Erbil and that one Movement Control Assistant position (Local level) be redeployed from Erbil to Kirkuk, owing to the reinstatement of flight operations in support of the Kirkuk regional office;

(ii) One Movement Control Assistant position (Field Service) in Erbil and one Team Assistant position (Local level) in Baghdad be abolished, as both positions are vacant and it has been determined that the capacity is longer required;

(iii) The Air Operations Assistant position (Local level) in Kuwait be abolished as part of the right-sizing of the Section's liaison office in Kuwait due to reduced operational activities;

(d) Acquisition Management Section: in line with the global restructuring of mission support, the establishment of the Acquisition Management Section is proposed in order to optimize available resources and provide integrated administrative support in terms of acquisition planning, procurement, warehousing, contract management and asset management. Accordingly, it is proposed that:

(i) Staff within Mission Support responsible for requisitioning, acquisition planning and contract management functions be redeployed to the Acquisition Management Section as follows: the Contract Management Unit, previously reporting to the Office of the Chief of Mission Support and comprising one Contract Management Officer (P-3) and one Contract Management Assistant (Local level); one Contract Management Officer (Field Service) and one Supply Assistant (Field Service) from the Central Warehouse Section; one Transport Assistant (Local level) from the Surface Transport Section; and one Electrician (Local level) from the Engineering and Facilities Management Section (former Engineering Section);

(ii) Three Requisition Assistant positions (Local level) be created in order to provide additional capacity to process procurement transactions;

(iii) Seven positions (1 P-3, 2 Field Service and 4 Local level) be based in Baghdad and two positions (Local level) in Erbil;

(e) Central Warehouse Section: as part of the restructuring of mission support, it is proposed that:

(i) Two Field Service staff be redeployed to the Acquisition Management Section and one Local level position be redeployed to the Field Technology Section, as outlined above;

(ii) Eight positions from the Property Management Section responsible for the receipt and inspection of goods be redeployed to the Central Warehouse Section as follows: one Receipt and Inspection Supervisor (Field Service) (Baghdad), two Receipt and Inspection Assistants (Local level) (Baghdad), one Receipt and Inspection Assistant (Field Service) (Erbil), two Receipt and Inspection Assistants (Local level) (Erbil), one Receipt and Inspection Assistant (Local level) (Kuwait) and one Property Disposal Assistant (Local level) (Baghdad);

(iii) A stand-alone Life Support Unit be created, to be responsible for the management of life-support and fuel-support services, and accordingly that 23 positions be redeployed as follows: 1 Property Control and Inventory Assistant (Field Service) (Baghdad), 1 Receipt and Inspection Assistant (Field Service) (Erbil), 1 Receipt and Inspection Supervisor (Field Service) (Baghdad), 1 Supply Assistant (Field Service) (Baghdad), 4 Fuel Assistants (Local level) (Baghdad), 1 Receipt and Inspection Assistant (Local level) (Kuwait), 2 Receipt and Inspection Assistants (Local level) (Baghdad), 9 Supply Assistants (Local level) (Baghdad), 1 Supply Assistant (Local Level) (Erbil), 1 Warehouse Assistant (Local level) (Kirkuk) and 1 Fuel Officer (National Professional Officer) (Baghdad);

(f) Engineering and Facilities Management Section: it is proposed that:

(i) One Electrician (Local level) be redeployed to the newly established Acquisition Management Section as part of the centralization of the requisitioning and acquisition-planning function within that Section;

(ii) One position of Heating, Ventilation and Air-Conditioning Technician (Local level) be reclassified as an Associate Engineer position (National Professional Officer) so as to meet the enhanced responsibilities in the engineering and maintenance operations resulting from the planned relocation of all international staff by the end of 2018 from the Tamimi compound to the new accommodation in the Diwan compound and the implementation of a photovoltaic diesel hybrid energy system and an energy-saving inverter-type heating, ventilation and cooling system, which has resulted in a considerable increase in the technical complexity and scope of engineering work and related functions;

(g) Medical Services Section: it is proposed that the proportion of national staff within Mission Support be increased in accordance with the recommendations made in the context of the independent external assessment, specifically that:

(i) The Administrative Assistant position (Field Service) performing administrative support, documentation and budget functions be nationalized as a Local level position and redeployed to Baghdad, to be co-located with the Chief Medical Officer to enhance coordination, tasking and control;

(ii) One Dentist position (National Professional Officer) be established in Baghdad to provide a basic requirement that is not available in the Green Zone. Because of security-related restrictions imposed on the movement of international staff and United Nations Guard Unit personnel needing urgent dental treatment, the creation of this position is considered essential;

(h) Life Support Unit: the creation of a stand-alone unit responsible for the management of life-support and fuel-support services is proposed. The Unit would be staffed by 23 positions already performing those functions in the Central Warehouse Section, as described above.

5. Kuwait Joint Support Office

Table 14
Staffing requirements: Kuwait Joint Support Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Human Resources Section																
Approved 2018	–	–	–	–	–	1	1	–	2	1	–	3	–	11	–	14
Proposed 2019	–	–	–	–	–	1	1	–	2	1	–	3	–	7	–	10
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(4)**	–	**(4)**
Finance Section																
Approved 2018	–	–	–	–	–	1	–	–	1	5	–	6	–	10	–	16
Proposed 2019	–	–	–	–	–	1	–	1	2	5	–	7	–	7	–	14
Change	–	–	–	–	–	–	–	1	1	–	–	1	–	**(3)**	–	**(2)**

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Total*
Travel Section																
Approved 2018	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2019	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total																
Approved 2018	–	–	–	–	–	2	1	–	3	7	–	10	–	23	–	33
Proposed 2019	–	–	–	–	–	2	1	1	4	7	–	11	–	16	–	27
Change	–	–	–	–	–	–	–	1	1	–	–	1	–	**(7)**	–	**(6)**

73. The Kuwait Joint Support Office will continue to be supported by UNAMI, the United Nations Assistance Mission in Afghanistan (UNAMA) and other missions. Accountability for the performance of the Office remains with both UNAMI and UNAMA. Resources for the Office are based on the number of clients (international and national staff and uniformed personnel) supported. The Kuwait Joint Support Office Steering Committee, composed of the Chiefs of Mission Support of UNAMI and UNAMA, representatives of the Department of Operational Support and the management team of the Office, has responsibility for ensuring a high level of quality in the delivery of services in the areas of finance, human resources and travel supported by the Office.

74. The Office, which has an approved staffing of 33 positions funded by UNAMI and 39 positions funded by UNAMA, is assigned dual responsibilities and supports both Missions in carrying out administrative tasks, including in the areas of human resources, finance and travel. In addition to funding the positions within the Office, UNAMI and UNAMA also contribute to the operating costs of the Office.

75. UNAMI and UNAMA both contribute positions to the Office. Table 15 provides information on the positions they have contributed to the Office in 2018 and those proposed for 2019.

Proposed organizational changes

76. The Kuwait Joint Support Office provides a full range of transactional support services for its core client missions, which include UNAMI, UNAMA, the Office of the Special Envoy of the Secretary-General for Syria, the Office of the Special Envoy of the Secretary-General for Yemen and the United Nations Regional Centre for Preventive Diplomacy for Central Asia. Following an evaluation of requirements for the Kuwait Joint Support Office, it has been determined that staff required for the Office should be redistributed across its major client missions to ensure that each shares the burden of costs appropriately.

77. Accordingly, the following changes are proposed in the distribution of UNAMI-funded staffing to the Kuwait Joint Support Office:

(a) The establishment of one Associate Finance Officer position (P-2), previously funded by UNAMA;

(b) The abolishment of three Finance Assistant positions (Local level) and four Human Resources Assistant positions (Local level) and the transfer of five of those positions to other core client missions of the Office.

Table 15
Positions contributed by the United Nations Assistance Mission for Iraq and the United Nations Assistance Mission in Afghanistan to the Kuwait Joint Support Office

	International staff	*National staff*	*Total*	*Share (percentage)*
Approved positions, 2018				
UNAMA	19	20	39	54
UNAMI	10	23	33	46
Total	**29**	**43**	**72**	**100**
Proposed positions, 2019				
UNAMA	13	21	34	56
UNAMI	11	16	27	44
Total	**24**	**37**	**61**	**100**
Change	**(5)**	**(6)**	**(11)**	–

IV. Analysis of resource requirements

Table 16
Detailed cost estimates
(Thousands of United States dollars)

	2018			*2019*			
Category of expenditure	*Appropriation (1)*	*Estimated expenditure (2)*	*Variance (3)=(2)-(1)*	*Total requirements (4)*	*Non-recurrent requirements (5)*	*Variance versus 2018 (6)=(4)-(1)*	*Net requirements (7)=(4)-(5)*
I. Military and police personnel							
Military contingents	8 261.4	8 014.3	(247.1)	5 599.8	–	(2 661.6)	5 352.7
Subtotal	**8 261.4**	**8 014.3**	**(247.1)**	**5 599.8**	**–**	**(2 661.6)**	**5 352.7**
II. Civilian personnel							
International staff	58 815.1	59 811.6	996.5	57 338.3	–	(1 476.8)	58 334.8
National staff	20 709.8	24 235.1	3 525.3	20 589.5	–	(120.3)	24 114.8
United Nations Volunteers	–	–	–	14.1	–	14.1	14.1
Subtotal	**79 524.9**	**84 046.7**	**4 521.8**	**77 941.9**	**–**	**(1 583.0)**	**82 463.7**
III. Operational costs							
Consultants and consulting services	328.5	328.5	–	379.0	–	50.5	379.0
Official travel	1 269.1	1 269.1	–	1 534.7	–	265.6	1 534.7
Facilities and infrastructure	6 868.2	6 906.3	38.1	7 445.5	–	577.3	7 483.6
Ground transportation	785.1	785.1	–	957.3	–	172.2	957.3
Air operations	4 008.8	3 646.9	(361.9)	3 087.6	–	(921.2)	2 725.7

Category of expenditure	2018 Appropriation (1)	2018 Estimated expenditure (2)	2018 Variance (3)=(2)-(1)	2019 Total requirements (4)	2019 Non-recurrent requirements (5)	Variance versus 2018 (6)=(4)-(1)	Net requirements (7)=(4)-(3)
Communications and information technology	5 072.8	5 072.8	–	5 078.6	–	5.8	5 078.6
Medical	353.2	340.1	(13.1)	310.4	–	(42.8)	297.3
Other supplies, services and equipment	2 158.0	2 166.0	8.0	3 440.9	–	1 282.9	3 448.9
Subtotal	**20 843.7**	**20 514.8**	**(328.9)**	**22 234.0**	**–**	**1 390.3**	**21 905.1**
Total requirements	**108 630.0**	**112 575.8**	**3 945.8**	**105 775.7**	**–**	**(2 854.3)**	**109 721.5**

A. Military contingents

(Thousands of United States dollars)

	2018 Appropriation	2018 Estimated expenditure	2018 Variance	2019 Total requirements	2019 Variance versus 2018	2019 Net requirements
Military contingents	8 261.4	8 014.3	(247.1)	5 599.8	(2 661.6)	5 352.7

78. The provision of $5,599,800 reflects requirements for the deployment of 245 military contingent personnel with respect to estimated standard troop cost reimbursement ($2,897,000), travel costs ($637,600), recreational leave and daily allowance ($132,800), death and disability compensation ($68,300), rations ($1,646,800), contingent-owned equipment reimbursement for major equipment ($5,800) and freight and deployment of contingent-owned equipment ($211,500). An amount of $2,471,700 has been factored as cost recovery from the United Nations country team. A vacancy rate of 1.0 per cent has been applied in the calculation of the cost estimates for 2019.

79. The variance between the 2019 requirements and the 2018 approved budget is due mainly to cost-sharing with the United Nations country team and reduced requirements for freight and deployment of contingent-owned equipment because of lower actual volume.

80. The projected unencumbered balance for 2018 is due mainly to the lower volume of freight and deployment of contingent-owned equipment.

B. Civilian personnel

(Thousands of United States dollars)

	2018 Appropriation	2018 Estimated expenditure	2018 Variance	2019 Total requirements	2019 Variance versus 2018	2019 Net requirements
International staff	58 815.1	59 811.6	996.5	57 338.3	(1 476.8)	58 334.8

81. The amount of $57,338,300 would provide for salaries ($27,309,600) and common staff costs ($26,475,000) for the deployment of 314 international staff (140

in the Professional and higher categories and 174 Field Service staff) and danger pay allowance at the established monthly rate of $1,600 for an eligible staff strength of 249 ($3,553,700). A vacancy rate of 10.8 per cent has been applied in calculating the cost estimates for continuing positions for 2019. For positions proposed for establishment, a vacancy rate of 50 per cent has been applied.

82. The provision for salaries is based on the net average monthly salary rates for international staff deployed in all UNAMI locations. The variance between the 2019 requirements and the 2018 approved budget reflects mainly the proposed abolishment of 18 positions and the reclassification of 3 international positions to national positions.

83. The anticipated overrun in 2018 reflects the lower actual vacancy rate than budgeted (an average of 6.3 per cent compared with the 12.4 per cent budgeted).

(Thousands of United States dollars)

	2018			*2019*		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
National staff	20 709.8	24 235.1	3 525.3	20 589.5	(120.3)	24 114.8

84. The amount of $20,589,500 would provide for salaries ($14,304,100) and common staff costs ($4,561,200) for a staffing complement of 484 national staff (104 National Professional Officers and 380 Local level), danger pay allowance for 299 staff at a rate of $585 per month ($1,649,200) and estimated overtime charges ($75,000). In calculating the cost estimates for continuing positions for 2019, vacancy rates of 6.2 per cent and 5.6 per cent have been applied for National Professional Officers and Local level staff, respectively. For positions proposed for establishment, vacancy rates of 50 and 35 per cent, respectively, have been applied.

85. The overrun for 2018 is due mainly to the higher requirements for salaries, common staff costs and danger pay brought about by actual lower vacancy rates than budgeted (an average of 7.6 per cent for National Professional Officers compared with the 18.1 per cent budgeted, and an average of 6.2 per cent for Local level staff compared with the 11.5 per cent budgeted).

86. The provision for salaries is budgeted using salary scales for Iraq, with effect from 1 January 2016, for National Professional Officers and Local level staff. The provision for salaries of Local level staff deployed in Kuwait is budgeted using salary scales for Kuwait, with effect from 1 April 2008.

87. The provision for common staff costs is budgeted at an average of 28.9 per cent of net national salaries.

(Thousands of United States dollars)

	2018			*2019*		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
United Nations Volunteers	—	—	—	14.1	14.1	14.1

88. The amount of $14,100 would provide for a staffing complement of two United Nations Volunteers. A vacancy rate of 35 per cent has been applied for United Nations Volunteer positions proposed for establishment.

C. Operational costs

(Thousands of United States dollars)

	2018			2019		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Consultants and consulting services	328.5	328.5	–	379.0	50.5	379.0

89. The amount of $379,000 reflects requirements for the engagement of consultants for the provision of technical and specialized expertise with respect to non-training activities carried out to support substantive areas of the Mission, including joint analysis, electoral and political affairs issues ($345,816) and training activities for UNAMI personnel ($33,174).

90. The variance between the 2019 requirements and the 2018 approved budget is due mainly to new requirements for consultancy services for electoral stakeholder relationship specialists and conflict dynamics assessment specialists.

(Thousands of United States dollars)

	2018			2019		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Official travel	1 269.1	1 269.1	–	1 534.7	265.6	1 534.7

91. The amount of $1,534,700 would provide for official travel to carry out non-training activities ($963,400) and training activities ($510,100) and for other travel requirements ($61,200).

92. The proposed requirements for the official travel of staff for non-training activities would cover travel within and outside the Mission area, as follows:

(a) Travel within the Mission area includes the travel of staff for consultations with government counterparts, donors and non-governmental organizations, for overseeing United Nations operations in regional and field offices, for political consultations with local entities and for human rights assessment missions;

(b) Travel outside the Mission area includes the official travel of the Special Representative of the Secretary-General and senior members of the Special Representative's staff in connection with the implementation of the Mission's mandate, attendance at high-level political consultations within and outside the region with various entities, meetings with high-level counterparts from United Nations Headquarters and briefings of the Security Council.

93. The proposed requirements for the official travel of staff for training activities include a provision for travel to the United Nations Logistics Base at Brindisi, Italy, the Regional Service Centre in Entebbe, Uganda, and other locations for training.

94. The variance between the 2019 requirements and the 2018 approved budget is due mainly to a projected increase in requirements for within-Mission travel due to the addition of the Mosul office.

(Thousands of United States dollars)

	2018			2019		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Facilities and infrastructure	6 868.2	6 906.3	38.1	7 445.5	577.3	7 483.6

95. The amount of $7,445,500 would provide for facilities and infrastructure, including:

(a) Acquisitions valued at $2,597,500, comprising prefabricated facilities, accommodation and refrigeration equipment ($210,500), engineering supplies ($55,600), generators and electrical equipment ($162,500), office furniture ($279,700), office equipment ($4,400) and security and safety equipment ($1,884,800);

(b) Rental of premises in, Tehran, Basrah and Mosul and Mission-wide conference facilities ($784,000);

(c) Utilities and waste disposal services ($851,300);

(d) Various maintenance services for closed-circuit television systems, public address systems, photocopiers, access control systems, satellite services, maintenance service contracts for facilities, generators, plumbing, electrical, air conditioning and heating systems, water purification and waste treatment systems and water-testing services ($1,678,100);

(e) A provision of $682,200 for security services and personnel comprising requirements for 22 unarmed private company guards at a projected annual rate of $89,400 for Kuwait, 16 guards at a projected annual rate of $82,800 for Erbil, explosive-detection dogs at three locations ($270,000) and the Mission's share of the cost at the Mosul compound ($240,000);

(f) Alteration and renovation of facilities, mainly for security enhancements in various locations in Baghdad, Erbil, Kirkuk and Kuwait ($145,000);

(g) Petrol, oil and lubricants for generators, based on the estimated consumption of 435,103 litres of generator fuel at an average of $0.80 per litre in Erbil, $0.77 per litre in the rest of Iraq and $0.38 per litre in Kuwait ($373,600);

(h) Other costs, including stationery and office supplies ($126,800), spare parts and supplies ($90,300), field defence supplies ($47,000) and sanitation and cleaning materials ($69,700).

96. The variance between the 2019 requirements and the 2018 approved budget is due mainly to increased requirements in relation to the acquisition of safety and security equipment for the improvement of fire-suppression equipment and surveillance cameras in Baghdad, as well as increased requirements under office rental and security services for the new office in Mosul.

(Thousands of United States dollars)

	2018			2019		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Ground transportation	785.1	785.1	15.5	957.3	172.2	957.3

97. The amount of $957,200 would provide for the ground transportation fleet of the Mission, which comprises 332 vehicles, including 84 light passenger vehicles (80

general-purpose vehicles and 4 minibuses), 18 special-purpose vehicles (7 buses and 11 trucks), 1 soft-skinned ambulance, 5 armoured personnel carriers, 169 armoured vehicles (152 four-wheel-drive armoured vehicles, 3 armoured ambulances, 6 mine-protected RG vehicles, 6 armoured minibuses and 2 armoured sedan vehicles), 14 material-handling equipment (forklifts), 6 trailers, 27 vehicle attachments and 8 other vehicles (communication, airfield and fire vehicles). The proposed requirements for 2019 include:

(a) The acquisition of vehicles and workshop equipment and tools ($233,000);

(b) The rental of specialized vehicles and heavy equipment for engineering use ($40,100);

(c) Repair and maintenance services for vehicles ($153,600);

(d) Liability insurance ($26,300);

(e) Spare parts ($252,400);

(f) Petrol, oil and lubricants, based on an estimated consumption of 302,470 litres at an average cost of $0.68 per litre ($251,900).

98. The variance between the 2019 requirements and the 2018 approved budget is due mainly to increased requirements for the replacement of 11 medium general-purpose vehicles that have passed their life expectancy and is in accordance with the Mission's phased transport replacement plan.

(Thousands of United States dollars)

	2018			*2019*		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Air operations	4 008.8	3 646.9	(361.9)	3 087.6	(921.2)	2 725.7

99. The amount of $3,087,600 would provide for the Mission's air transport fleet, which comprises two fixed-wing aircraft, operating an estimated total of 743 flight-hours, as follows:

(a) Air transportation services ($16,000);

(b) Landing fees and ground handling charges ($190,100);

(c) Aircrew subsistence allowance ($11,700);

(d) Petrol, oil and lubricants, based on estimated consumption of 583,363 litres of aviation fuel at a rate of $1.20 per litre ($700,000);

(e) Liability insurance ($16,900);

(f) Rental and operation ($2,152,900).

100. The variance between the 2019 requirements and the 2018 approved budget is due mainly to the reduced contract price for rental and operation as well as cost-sharing arrangements with the Office of the Special Envoy of the Secretary-General for Yemen for one of the two UNAMI aircraft.

101. The projected unencumbered balance for 2018 is due mainly to the reduced contract price for rental and operation.

(Thousands of United States dollars)

	2018			2019		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Communications and information technology	5 072.8	5 072.8	—	5 078.6	5.8	5 078.6

102. The amount of $5,078,600 would provide for:

(a) The acquisition and replacement of communications and information technology network and storage equipment ($1,501,070);

(b) Telecommunications and network services, including satellite transponder lease charges, Internet connectivity charges, fibre-optic backbone and leased line charges in Iraq, very small aperture terminals (VSAT), Internet charges, lines to the United Nations Logistics Base at Brindisi, Italy, connectivity to the United Nations Support Base in Valencia, Spain, satellite, mobile and landline phone charges and vehicle tracking system service charges ($1,429,300);

(c) Maintenance of equipment and communications support services, including videoconferencing and teleconferencing charges, Cisco advance services, communications manager upgrade and licensing, fibre cabling/networking services, Motorola advance services and wired and wireless charges ($1,084,300);

(d) Spare parts and supplies ($382,600);

(e) Software, licences and fees for enterprise licences ($497,200);

(f) Public information and publication services, including subscriptions to international and local media ($184,090).

(Thousands of United States dollars)

	2018			2019		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Medical	353.2	340.1	(13.1)	310.4	(42.8)	297.3

103. The amount of $310,400 would provide for medical services to UNAMI staff deployed at all locations in Iraq, including medical evacuations and the hospitalization of military personnel in non-Mission hospitals ($156,400), and the acquisition of medical supplies ($154,000).

104. The variance between the 2019 requirements and the 2018 approved budget is due mainly to reduced requirements for medical supplies and the proposal to carry out medical evacuations using the Mission's air assets instead of outsourcing them.

105. The projected unencumbered balance for 2018 is due mainly to a lower number of medical evacuations carried out and the existence of sufficient stocks of medical supplies.

(Thousands of United States dollars)

	2018			2019		
	Appropriation	*Estimated expenditure*	*Variance*	*Total requirements*	*Variance versus 2018*	*Net requirements*
Other supplies, services and equipment	2 158.0	2 166.0	8.0	3 440.9	1 282.9	3 448.9

106. The amount of $3,440,900 would provide for:

(a) Welfare costs for United Nations Guard Units and civilian staff ($63,400);

(b) Training fees, supplies and services ($191,000);

(c) Other services, such as cleaning and janitorial services, laundry services and garbage collection ($1,692,900);

(d) Hospitality ($45,000), general insurance ($45,000), bank charges ($191,000), miscellaneous claims ($8,000), freight-related costs ($882,600), rations ($191,000) and individual contractual services ($131,000).

107. The variance between the 2019 requirements and the 2018 approved budget is due mainly to the transfer of requirements relating to freight costs for the acquisition of equipment from the individual cost components to other supplies, services and equipment.

V. Status of the planned renovation project for an integrated headquarters compound in Baghdad

108. The trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies, funds and programmes operating in Iraq.

109. On 31 March 2010, the trust fund received $25 million from the Government of Iraq and $760,644 from the Governments of Czechia, Greece, Italy, Luxembourg, Poland and Sweden, through the transfer of their funds from the former distinct entity trust fund. On 7 June 2011, a further contribution of $25 million was received from the Government of Iraq, bringing total contributions received by the trust fund to $50,760,644.

110. As at 14 June 2018, the trust fund had been allotted a cumulative amount of $47,105,706, of which $35,046,800 had been expended on various renovation and construction projects and a further $9,257,371 had been committed, leaving an unspent budget of $2,801,535.

111. The trust fund projects that are ongoing or in the final stages of procurement include the construction and furnishing of a three-storey 116-unit accommodation building (Building C) ($13,061,777), the upgrading of the existing closed-circuit television system ($321,695) and the retrofitting of 81 accommodation units damaged by an earthquake ($1,737,940). Projects under design include the construction of a three-storey office building and the refurbishment of three main office buildings ($1,364,135), all located in Baghdad.

VI. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

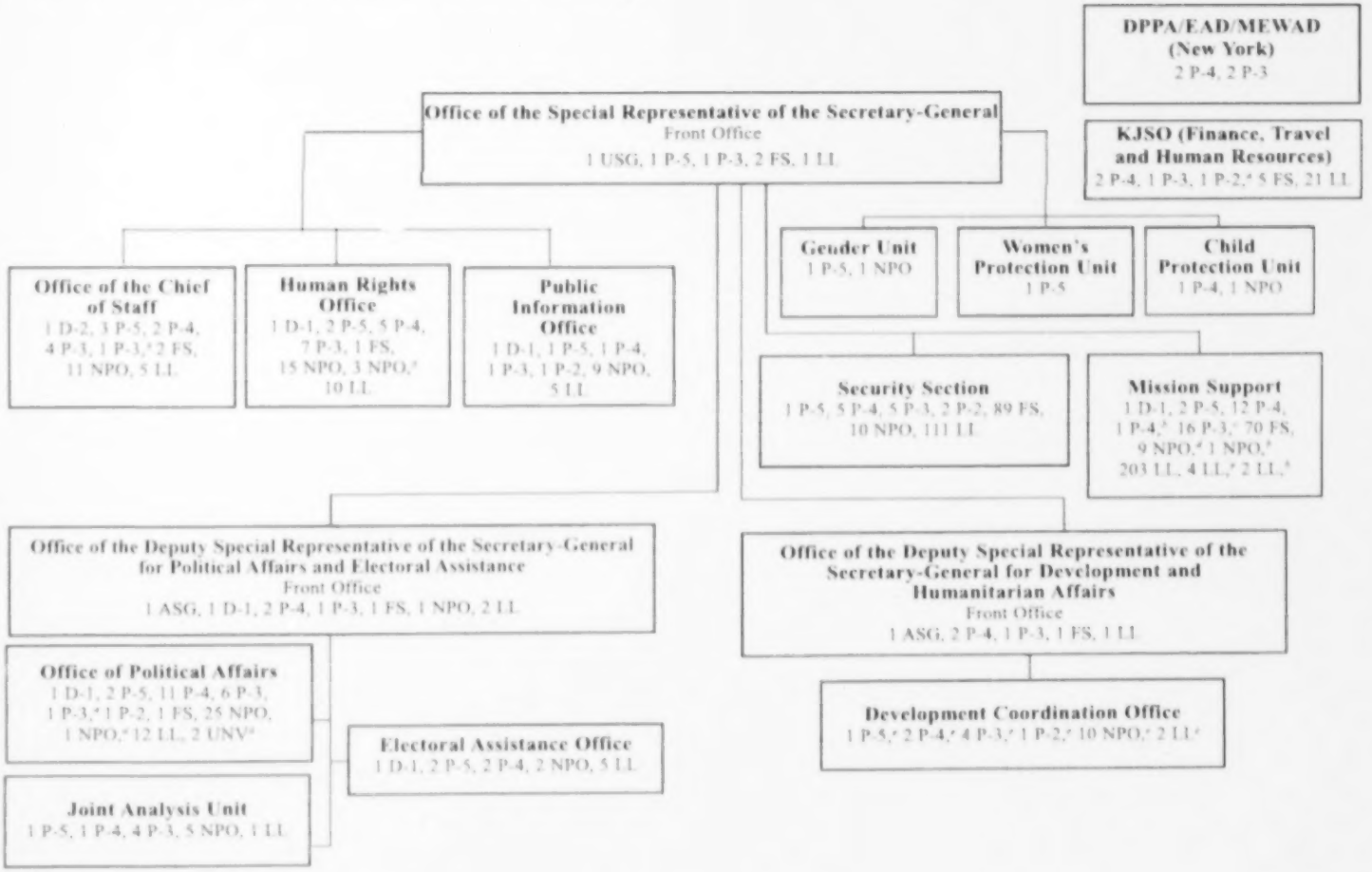
Description	*Action taken*
Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
Report of the Advisory Committee on Administrative and Budgetary Questions (A/72/7/Add.10)	
On the issue of the acquisition of vehicles, it is indicated in the report of the Secretary-General that to further encourage the Department of Field Support initiative, the acquisition of new light passenger vehicles is under greater scrutiny and control. While limited numbers of such vehicles may still be procured to replenish ageing fleets, in line with operational requirements, oversight of the write-off of greater numbers of vehicles meeting age, mileage or condition criteria is expected to reduce the number of vehicles globally once reviews and transition plans have been finalized. However, most vehicle acquisitions should be suspended in 2018, with a focus on the redistribution of available stock across the missions (A/72/321, para. 86). Upon enquiry, the Advisory Committee was informed that provisions for acquisition of vehicles were requested for 2018 for four missions (UNSOM, the United Nations Regional Centre for Preventive Diplomacy for Central Asia, UNOCA and UNAMI). **The Committee welcomes the greater scrutiny and control to be exercised over the acquisition of vehicles and the related redistribution of available vehicle stock across the missions. Furthermore, the Committee is of the view that where such redistribution across the missions proves to be too costly, local disposal should be considered (para. 45).**	As part of its strategy to renew an ageing fleet, UNAMI requested resources for the replacement of 10 light sedan-type vehicles in 2018 and requests resources for the replacement of 11 additional general-purpose medium-type vehicles in 2019. It should be noted that the last vehicle replacements at the Mission were carried out in 2011, and the Mission consequently has had to introduce measures such as a carpooling system to improve the usage of the available fleet. Acquisitions have been requested only following a detailed review of all sourcing options, the Mission's fleet requirements and the ongoing vehicle write-off exercise.
Concerning the number of positions nationalized during the past four budget cycles and of those proposed for nationalization for 2018 by the special political missions, the Advisory Committee was informed, upon enquiry, that 3 international positions had been converted to national positions in 2014, 4 in 2015, 12 in 2016 and 1 in 2017, and that 2 were proposed for nationalization for 2018 (excluding 1 new position). **The Committee notes the trend of the decreasing number of positions nationalized in recent years by the special political missions. The Committee is disappointed at the lack of progress in the implementation of General Assembly resolutions 61/276 and 66/264, in which the Assembly called for greater utilization of national staff. While recognizing that circumstances relating to security or**	UNAMI continues to nationalize positions to the extent possible in view of mandate implementation requirements. In 2018, one position was proposed for nationalization; in 2019, three positions are being proposed for nationalization. The Mission intends to continue this trend to progressively nationalize positions in order to achieve the desired ratio of national to international positions as recommended in the context of the independent external assessment, within the overall mandate implementation requirements.

Description	*Action taken*
other factors may limit the possibility of nationalizing some positions, the Committee reiterates its call to the Secretary-General to take all measures necessary to ensure that the resolutions are properly implemented (see A/71/595, para. 43) (para. 59).	
The Advisory Committee notes the proposed redistribution of the functional areas overseen by the Chief and Deputy Chief of Mission Support and Chief of Supply Chain Management for UNAMA for 2018 (see A/72/7/Add.14, para. 26) and the proposed organizational changes under supply chain management for UNAMI, where Mission Support will continue to focus on the progressive alignment of its organizational structures established under the global field support strategy (see A/72/371/Add.5, paras. 53 and 63). The Committee made comments and recommendations on the ongoing development of the supply chain management strategy in its report on cross-cutting issues related to peacekeeping operations (see A/71/836, paras. 94–98). **The Committee considers that there is a need for greater clarity on the ongoing reviews of and revisions to the mission support structure of the peacekeeping operations and field-based special political missions. The Committee will revert to the matter in the context of its consideration of the peacekeeping budgets for 2018/19 (para. 63).**	The Mission proposed a further realignment of its mission support structure in the 2019 proposed budget in line with the globally adopted model of mission support for peacekeeping and large special political missions. UNAMI will continue to review the need for and propose further realignments of its mission support structure as operationally required for effective mandate implementation.

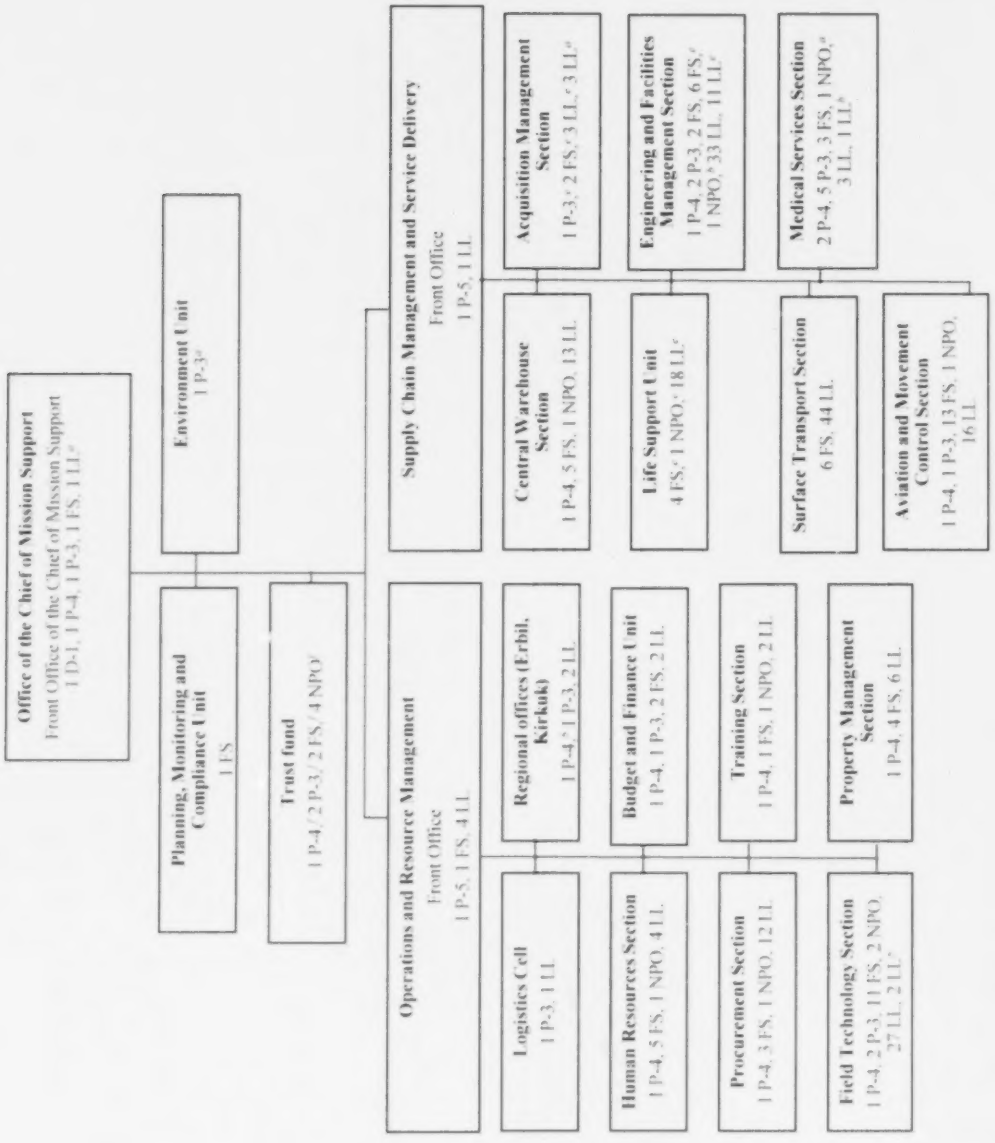
Annex I

Organization charts

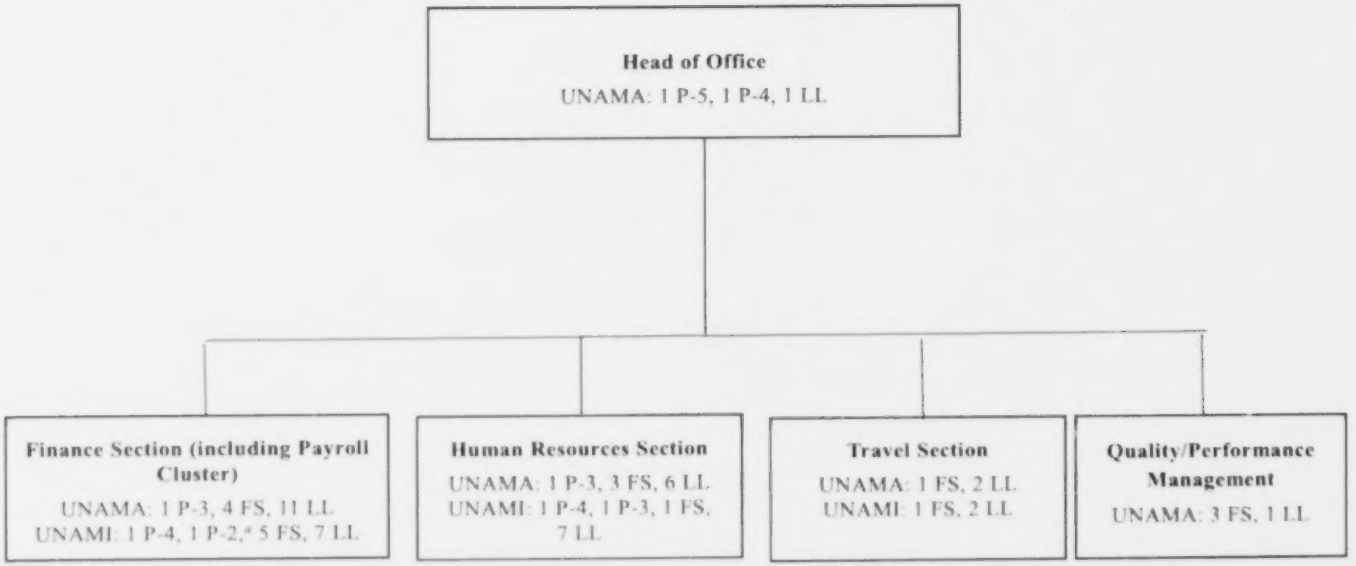
A. United Nations Assistance Mission for Iraq


DPPA/EAD/MEWAD (New York)
2 P-4, 2 P-3
Office of the Special Representative of the Secretary-General
Front Office
1 USG, 1 P-5, 1 P-3, 2 FS, 1 LL
KJSO (Finance, Travel and Human Resources)
2 P-4, 1 P-3, 1 P-2,[a] 5 FS, 21 LL
Gender Unit
1 P-5, 1 NPO
Women's Protection Unit
1 P-5
Child Protection Unit
1 P-4, 1 NPO
Office of the Chief of Staff
1 D-2, 3 P-5, 2 P-4, 4 P-3, 1 P-3,[a] 2 FS, 11 NPO, 5 LL
Human Rights Office
1 D-1, 2 P-5, 5 P-4, 7 P-3, 1 FS, 15 NPO, 3 NPO,[a] 10 LL
Public Information Office
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 P-2, 9 NPO, 5 LL
Security Section
1 P-5, 5 P-4, 5 P-3, 2 P-2, 89 FS, 10 NPO, 111 LL
Mission Support
1 D-1, 2 P-5, 12 P-4, 1 P-4,[b] 16 P-3,[c] 70 FS, 9 NPO,[d] 1 NPO,[b] 203 LL, 4 LL,[e] 2 LL,[b]
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance
Front Office
1 ASG, 1 D-1, 2 P-4, 1 P-3, 1 FS, 1 NPO, 2 LL
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs
Front Office
1 ASG, 2 P-4, 1 P-3, 1 FS, 1 LL
Office of Political Affairs
1 D-1, 2 P-5, 11 P-4, 6 P-3, 1 P-3,[a] 1 P-2, 1 FS, 25 NPO, 1 NPO,[a] 12 LL, 2 UNV[a]
Electoral Assistance Office
1 D-1, 2 P-5, 2 P-4, 2 NPO, 5 LL
Joint Analysis Unit
1 P-5, 1 P-4, 4 P-3, 5 NPO, 1 LL
Development Coordination Office
1 P-5,[a] 2 P-4,[a] 4 P-3,[a] 1 P-2,[a] 10 NPO,[a] 2 LL[a]

B. Mission Support


Office of the Chief of Mission Support
Front Office of the Chief of Mission Support
1 D-1, 1 P-4, 1 P-3, 1 FS, 1 LL[a]
Planning, Monitoring and Compliance Unit
1 FS
Environment Unit
1 P-3[a]
Trust fund
1 P-4 / 2 P-3 / 2 FS / 4 NPO
Operations and Resource Management
Front Office
1 P-5, 1 FS, 4 LL
Logistics Cell
1 P-3, 1 LL
Regional offices (Erbil, Kirkuk)
1 P-4[a] 1 P-3, 2 LL
Human Resources Section
1 P-4, 5 FS, 1 NPO, 4 LL
Budget and Finance Unit
1 P-4, 1 P-3, 2 FS, 2 LL
Procurement Section
1 P-4, 3 FS, 1 NPO, 12 LL
Training Section
1 P-4, 1 FS, 1 NPO, 2 LL
Property Management Section
1 P-4, 4 FS, 6 LL
Field Technology Section
1 P-4, 2 P-3, 11 FS, 2 NPO, 27 LL, 2 LL[a]
Supply Chain Management and Service Delivery
Front Office
1 P-5, 1 LL
Central Warehouse Section
1 P-4, 5 FS, 1 NPO, 13 LL
Life Support Unit
4 FS, 1 NPO, 18 LL[a]
Surface Transport Section
6 FS, 44 LL
Aviation and Movement Control Section
1 P-4, 1 P-3, 13 FS, 1 NPO, 16 LL
Acquisition Management Section
1 P-3[a] 2 FS, 3 LL, 3 LL[a]
Engineering and Facilities Management Section
1 P-4, 2 P-3, 2 FS, 6 FS,[a] 1 NPO, 3 33 LL, 11 LL[a]
Medical Services Section
2 P-4, 5 P-3, 3 FS, 1 NPO,[a] 3 LL, 1 LL[a]

C. Kuwait Joint Support Office[a]


Head of Office
UNAMA: 1 P-5, 1 P-4, 1 LL
Finance Section (including Payroll Cluster)
UNAMA: 1 P-3, 4 FS, 11 LL
UNAMI: 1 P-4, 1 P-2,[e] 5 FS, 7 LL
Human Resources Section
UNAMA: 1 P-3, 3 FS, 6 LL
UNAMI: 1 P-4, 1 P-3, 1 FS, 7 LL
Travel Section
UNAMA: 1 FS, 2 LL
UNAMI: 1 FS, 2 LL
Quality/Performance Management
UNAMA: 3 FS, 1 LL

Abbreviations: ASG, Assistant Secretary-General; DPPA, Department of Political and Peacebuilding Affairs; EAD, Electoral Assistance Division; FS, Field Service; KJSO, Kuwait Joint Support Office; LL, Local level; MEWAD, Middle East and West Asia Division; NPO, National Professional Officer; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; USG, Under-Secretary-General

[a] Establishment.

[b] Reclassification.

[c] Comprises 16 positions approved in 2018, minus 1 P-3 reclassified plus 1 P-3 established.

[d] Comprises 9 positions approved in 2018, minus 1 NPO abolished plus 1 NPO established.

[e] Redeployment.

[f] Funded from the trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad.

[g] Including positions from both UNAMI and UNAMA.

Annex II

Contributions provided by host country and/or other United Nations entities (cash and/or in-kind contributions)

Entity	*Description*	*Approximate annual value (United States dollars)*
Government of Kuwait	Solid building	4 015 900
Government of Iraq — Baghdad	Solid building	3 966 100
Government of Iraq — Baghdad International Airport	Solid building	505 100
Government of Iraq — Erbil	Solid building	152 900
Government of Iraq — Kirkuk	Solid building	617 600
Subtotal		**9 257 600**
Government of Kuwait	Infrastructure	12 300
Government of Iraq — Baghdad	Infrastructure	764 400
Government of Iraq — Erbil	Infrastructure	10 000
Government of Iraq — Erbil	Infrastructure	79 100
Subtotal		**865 800**
Government of Iraq	Airport landing rights	293 000
Government of Iraq	Airport embarkation/disembarkation fees	1 600
Subtotal		**294 600**
Total		**10 417 900**

Annex III

Security service costs for 2019

(United States dollars)

	Location	*Number*	*Months*	*Unit cost*	*Total cost*
A. Acquisition of safety and security equipment					
Uniforms, flags and decals	Baghdad	1	1	35 215	35 215
Surveillance and detection equipment — closed-circuit television with intrusion detection system	Baghdad	1	1	650 000	650 000
Safety and security equipment — X-ray machine	Baghdad	5	1	40 000	200 000
Safety and security equipment — walk-through metal detector	Baghdad	4	1	6 000	24 000
Public address system — Internet Protocol speaker	Baghdad	50	1	500	25 000
Access control/radio frequency identification system — controller	Baghdad	3	1	600	1 800
Access control/radio frequency identification system — controller	Erbil	1	1	600	600
Access control/radio frequency identification system — controller	Kirkuk	1	1	600	600
Access control/radio frequency identification system — proximity reader with spares	Baghdad	6	1	250	1 500
Access control/radio frequency identification system — proximity reader with spares	Erbil	2	1	250	500
Access control/radio frequency identification system — proximity reader with spares	Kirkuk	2	1	250	500
Access control/radio frequency identification system — building access control system	Baghdad	1	1	190 000	190 000
Ammunition — 9 mm and smoke grenade	Baghdad	1	1	53 000	53 000
Non-lethal reloadable stun/sound grenade charge	Baghdad	100	1	25	2 500
Under-vehicle surveillance system	Erbil	1	1	19 100	19 100
Firearms spare parts	Baghdad	1	1	23 000	23 000
Radio frequency identification system — card reader door lock system for office	Baghdad	21	1	200	4 200
Radio frequency identification system — card reader door lock system for office	Erbil	21	1	200	4 200
Personal safety and protection officer's kit	Baghdad	30	1	927	27 800
Low-profile body armour for officer protection	Baghdad	10	1	1 360	13 600
Operational platform monitoring television, 60-inch, with personal computer card	Baghdad	4	1	2 500	10 000
Vehicle anti-ram barrier	Baghdad	1	1	1 600	1 600
Vehicle inspection mirror	Baghdad	9	1	71	643
Vehicle inspection mirror	Erbil	6	1	71	429
Vehicle inspection mirror	Kirkuk	6	1	71	429
Traffic regulation and warning sign	Erbil	1	1	1 000	1 000
Identification card and consumables for radio frequency identification system	Baghdad	1	1	35 000	35 000
Handheld metal detector	Baghdad	2	1	250	500
Handheld metal detector	Erbil	1	1	250	250

	Location	*Number*	*Months*	*Unit cost*	*Total cost*
Handheld metal detector	Kirkuk	1	1	250	250
Firefighting ring system with water hydrant	Baghdad	2	1	12 250	24 500
Fire suppression system	Baghdad	4	1	113 000	452 000
Fire extinguisher	Baghdad	1	1	28 000	28 000
Fire extinguisher parts/consumables	Baghdad	1	1	26 000	26 000
Dummy for weapons	Baghdad	2	1	4 500	9 000
Emergency trauma bag	Baghdad	4	1	860	3 440
Emergency trauma bag	Erbil	3	1	860	2 580
Emergency trauma bag	Basrah	3	1	860	2 580
Individual first aid kit	Baghdad	25	1	76	1 909
Individual first aid kit	Erbil	10	1	76	764
Individual first aid kit	Kirkuk	10	1	76	764
Individual first aid kit	Basrah	10	1	76	764
Speed control gun	Baghdad	2	1	33	67
Speed control gun	Erbil	1	1	33	33
Chemical light stick	Baghdad	10	1	5	50
Chemical light stick	Erbil	5	1	5	25
Chemical light stick	Kirkuk	5	1	5	25
Maglights with charger, spare bulbs and batteries	Baghdad	3	1	68	205
Maglights with charger, spare bulbs and batteries	Erbil	2	1	68	136
Maglights with charger, spare bulbs and batteries	Kirkuk	2	1	68	136
Maglights with charger and spare bulbs and batteries	Kuwait	2	1	68	136
Maglights with charger, spare bulbs and batteries	Basrah	2	1	68	136
Convex mirror, wall mounted	Baghdad	6	1	257	1 543
Convex mirror, wall mounted	Erbil	4	1	257	1 029
Convex mirror, wall mounted	Kirkuk	4	1	257	1 029
Handheld megaphone	Baghdad	2	1	188	375
Handheld megaphone	Erbil	1	1	188	188
Handheld megaphone	Kirkuk	1	1	188	188
Subtotal					**1 884 815**
B. Security services					
Security guard	Kuwait	22	12	339	89 400
Security guard	Erbil	16	12	431	82 800
Explosive detection dog	Baghdad/Baghdad International Airport	1	12	14 500	174 000
Explosive detection dog	Erbil	1	12	8 000	96 000
Security services (UNAMI portion of compound cost)	Mosul	1	12	20 000	240 000
Subtotal					**682 200**
C. United Nations Guard Units					
Standard troop cost reimbursement					
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad	130	12	985	1 537 166

	Location	*Number*	*Months*	*Unit cost*	*Total cost*
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Baghdad International Airport	38	12	985	449 325
Standard rate of reimbursement for military personnel (single rate as approved by the General Assembly in resolution 68/281)	Kirkuk	77	12	985	910 475
Travel on emplacement, rotation and repatriation					
Commercial ticket — Fiji	Baghdad	130	1	3,036	394 697
Commercial ticket — Fiji	Baghdad International Airport	38	1	3,036	115 373
Commercial ticket — Nepal	Kirkuk	77	1	1,656	127 518
Recreational leave allowance					
Recreational leave allowance	Baghdad	130	1	220	28 542
Recreational leave allowance	Baghdad International Airport	38	1	220	8 343
Recreational leave allowance	Kirkuk	77	1	220	16 906
Daily allowance					
Daily allowance for all troops	Baghdad	130	12	27	41 910
Daily allowance for all troops	Baghdad International Airport	38	12	27	12 251
Daily allowance for all troops	Kirkuk	77	12	27	24 823
Death and disability compensation					
Death and disability compensation		1	1	68 306	68 306
Rations					
Rations — 3 meals at Diwan	Baghdad	130	12	465	725 278
Rations — midnight meal at Diwan	Baghdad	50	12	155	55 791
Bottled water	Baghdad	130	12	24	37 714
Bottled water	Baghdad International Airport	38	12	24	11 024
Bottled water	Kirkuk	77	12	22	20 620
Reserve packs — 3 meals	Baghdad International Airport	38	12	558	254 405
Reserve packs — midnight meal	Baghdad International Airport	12	12	124	17 853
Reserve packs — 3 meals	Kirkuk	77	12	558	515 355
Reserve packs — midnight meal	Kirkuk	8	12	91	8 728
Contingent-owned equipment: major equipment					
Fiji — signed memorandum of understanding	Baghdad	130	12	2	2 802
Fiji — signed memorandum of understanding	Baghdad International Airport	38	12	2	819
Nepal — signed memorandum of understanding	Kirkuk	77	12	2	2 175
Freight and deployment of contingent-owned equipment					
United Nations Guard Unit — air cargo (cubic metres)	Baghdad	8	1	17 564	138 372
United Nations Guard Unit — air cargo (cubic metres)	Kirkuk	9	1	8 050	73 178
Subtotal					**5 599 751**
Total (rounded)					**8 166 800**